

Law Enforcement News

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Modern or behind the times?

Report zings Dallas policies

The adage says "you get what you pay for," but the Dallas Police Department may have gotten more than it bargained for in the recent reports of two independent study groups.

One of the reports, issued Sept. 30, was prepared as part of a larger study by the Mayor's Advisory Committee on Crime, which was formed last spring in response to "the very serious problem of Dallas being ranked number-one nationally in crime."

That committee of 39 prominent local citizens was charged with specifically addressing the problems that have evolved between the Dallas Police Department and the city's minority communities.

It is the second consultant's report, however — one that was commissioned directly by the

police department — that is troubling Dallas police officials, to the point of complete disagreement with the report's two major criticisms.

Behind the Times

The report, based on a three-month study conducted by the Miami-based Alpert Group, concluded that although the department is staffed by bright, capable individuals, its policies and practices lag behind those of other major city departments. Moreover, the report said, the department lacks a sense of accountability, particularly within its field training program.

"There are excellent policies and procedures, but they are just not followed," lead consultant Geoffrey Alpert told Law Enforcement News. Although Alpert had high praise for the

department's field training manual, he asserted that officers — both trainers and trainees — say it is not adhered to.

"We have a difference of opinion there," said First Assistant Police Chief Lou Caudell. "The system we have requires daily reports, and if those reports are completed and completed properly, we know what's being done there." The system leaves little room for variance, Caudell told LEN.

Caudell also took vehement exception to Alpert's statement that the department is behind the times. "Frankly, it infuriates me," he said, noting that the Dallas Police Department has always been a front-runner in technological advances.

Curbing Use of Force

One major change to come out of the Alpert report was the department's decision to drop its shoot/don't shoot firearms training drill. According to Caudell, the drill had been suspended pending Alpert's recommendation.

James Fyfe, an expert on police

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Phoenix PD says 911 woes are trumped up by paper

The average Phoenix area resident who has trouble reaching his local police department by telephone is probably not alone. However, the exact extent to which he's not alone is the subject of a heated dispute involving the Arizona Republic and one its reporters on one side and the Phoenix Police Department and the Arizona Department of Public Safety on the other.

In a Sept. 13 article, reporter Andy Hall asserted that hundreds of emergency calls to the Phoenix Police Department are put on hold by a recording while police operators handle less-urgent calls. Hall went on to state that police department officials acknowledge serious problems with the emergency telephone system.

In the estimation of state and local law enforcement officials, however, the Arizona Republic article took a few isolated incidents involving problems with the 911 emergency system and blew it out of proportion.

Hall's article maintained that the problem typically occurs when citizens dial "0" for an emergency instead of dialing 911. Currently, he reported, there is no technology that would allow telephone company operators to automatically transfer calls to 911.

As a result, operators must either look up the appropriate seven-digit number for the right emergency-service agency, which can take anywhere from a few

seconds to several minutes, or transfer the call to the police department's Crime Stop line, which is reserved for less pressing calls. These lines are not answered as quickly because police operators are busy handling the 911 lines.

As a general rule, telephone company operators ask callers to hang up and dial the police directly through 911. That approach may not work, however, if the caller seems to be too young or too old to understand the instructions, or if he or she seems hysterical or incapacitated.

While no serious problems have apparently been documented as a result of the telephone problem, there have been complaints about delays in police response, Hall said.

But according to Debra Milstead, a police communications regional manager with the Department of Public Safety, Hall relied on a few technical problems with the system as the basis for alleging "problems in the entire system."

Margaret Dixon, a police communications shift supervisor with the Phoenix Police Department, said that the claims of shortcomings in the emergency telephone system only served to upset citizens who did not understand the system. "There really isn't a problem with 911," she insisted.

Dixon contends that the story is slanted toward several alarm

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Dallas PD's college rule may land on scrap heap

A mayoral advisory committee's recommendations for the Dallas Police Department have yet to be acted upon by city officials, but one could, if approved, roll back the department's college education prerequisites for recruits — standards that have already survived thorough Federal court scrutiny, including that of the U.S. Supreme Court.

The advisory committee proposed that the police department's current admission requirement of 45 college hours be changed to permit recruitment of those with a high school education or General Equivalency Diploma, along with comparable work experience.

As an example, the committee suggested permitting the admission of high school graduates who have four years of military police service.

In addition, the committee proposed offering different starting pay levels for educa-

tional achievements, or requiring 45 college hours within a reasonable period of time after appointment to the police department.

While most police departments require only a high school education for their recruits, Dallas is one of the few that actually fought to retain its college admission requirement.

In 1986, the U.S. Supreme Court reviewed the case of *Davis v. Dallas* and upheld the department's right to require 45 semester hours with an average of C or better.

Implemented during the 1970's, the requirement became the subject of a 10-year legal dispute asserting discrimination against blacks and women. Ruling on the suit at the Federal District Court level, Judge Robert M. Porter wrote that "rookies and applicants do not have the same maturity straight out of high school as those who have some college education."

New computer software helps police play 'spot the marijuana'

Police helicopter patrols and other efforts to spot groves of domestically-grown marijuana have helped to eliminate some of the illegal gardens, but with millions of square miles of terrain to cover, law enforcement can use all the technological help it can get.

State law enforcement agencies may soon get such help from an unlikely source: the U.S. Geological Survey in Sioux Falls, S.D. According to Donald G. Moore, chief of the Geological Survey's Biosciences Applications Office, by putting existing, public data which describe landscape variables into computerized form, that information can then be used to predict where there is a high probability that marijuana will be grown.

"It's not a surveillance," Moore told Law Enforcement News. "We do not look and try to spot plants. It's trying to model and say this area has a higher chance of gardens being grown than that area does."

The computer program ranks areas in order of how favorable conditions are for growing cannabis, Moore said. The new

technology has been tried in a number of areas, Moore said, but he declined to name which law enforcement agencies have been involved.

The computer program bases its calculations on such factors as land ownership, distance from towns, elevation, transportation routes, water sources, natural vegetation, sunshine angle and slope of land.

In a study released in 1986, Moore and a colleague, Frederick A. Waltz of the TGS Technology Company, noted that growers tended to favor the use of government land adjacent to private plots and tended to choose areas near unimproved roads.

"Because marijuana plots in the United States tend to be hidden on the south side of groves of trees, it is necessary to do edge detection on dense canopy and then to delineate the south side," said the study.

In a 1984 test of the developing computer program, police made 88 percent of their marijuana finds in the one-third of the test area described as high probability. Nine percent of the fields were

found in the 20 percent of the test area described as medium probability and 3 percent were found in the 50 percent considered low probability.

Reacting to pressure from law enforcement, however, growers have moved their fields to north-west slopes, the scientists found. Marijuana fields in high probability areas dropped to 49 percent in 1985 as a result.

Currently, the technology is too expensive for local departments to handle on their own, said Moore. "The technology is relatively simple but it is the equipment costs that will kill you," he told LEN.

Computerized prediction of marijuana fields is no longer an active project for the Geological Survey, although scientists worked on it for three or four years. "We developed and did partial testing of the technique and if an appropriate agency would ask us to transfer the technology to them — because that's our role in life — we could describe to them what would have to occur and what they could expect from this," Moore said.

Around the Nation

Northeast

MASSACHUSETTS — Two Wayland police officers last month received the highest award of the New England Association of Chiefs of Police for their work in disarming a disoriented elderly man wielding a loaded shotgun. Officers John Cohen, a 26-year-old rookie, and Victor Prokopovich, 51, were awarded the association's Medal of Honor for their efforts last Feb. 24, in which they "used their heads and their hearts...to avert a very serious tragedy," according to the award citation.

NEW HAMPSHIRE — State Police reported recently that 40 percent of the state's highway deaths in 1986 were alcohol-related, compared to 67 percent in 1981. Tougher sentences and the creation of a special State Police anti-DWI unit were credited for the decline.

NEW JERSEY — Joanne Chesimard, a one-time black radical leader who escaped from a New Jersey prison in 1979, has been living in Cuba for the past three years, according to Newsday. Chesimard, 40, was convicted in 1977 in the 1973 slaying of State Trooper Werner Foerster and the wounding of his partner, James M. Harper. She was serving a life sentence for the murder when she escaped with the help of accomplices in 1979.

NEW YORK — An audit by New York City Controller Harrison J. Goldin says that Transit Police are letting hundreds of wanted criminals go free by failing to run background checks on turnstile-jumpers, graffiti artists and other minor violators. The audit said that more than 25 percent of the 400,000 people ticketed each year by Transit Police have outstanding arrest warrants or are readily identified as career criminals. Transit Police called the audit "an oversimplification."

Southeast

ALABAMA — Chief Deputy George Wheeler of the Pike County Sheriff's Department was indicted by a Federal grand jury last month on charges of directing and conspiring with five inmates to beat another inmate in violation of his civil rights.

NORTH CAROLINA — Ten park superintendents and chief rangers will soon be carrying guns while on duty, with another 30 to start 11 weeks of firearms training in January. Currently, rangers can do no more than write tickets for violations or call police to handle more serious matters.

VIRGINIA — An Alexandria deputy sheriff has resigned amid an investigation that found he had sex with a female inmate while he was on duty at the city jail. No criminal charges were filed against the unidentified deputy because the inmate had consented to the sexual encounter, according to Sheriff James H. Dunning. As a result of the incident, Dunning said, policy has been revised to prohibit male deputies from entering the female section of the jail alone.

Midwest

ILLINOIS — Cook County Sheriff James E. O'Grady is reportedly outspending all other county officials when it comes to hiring part-time consultants, according to the Chicago Tribune. During his first nine months in office, O'Grady spent \$128,487 on consultant fees, split between an accounting firm and a lawyer who serves as the sheriff's chief counsel. Undersheriff James

Dvorak said the consultants were brought on to assist in the post-election transition, and that the sheriff's office had no other way of obtaining legal and financial advice.

INDIANA — Marion County Prosecutor Stephen Goldsmith is hopeful of implementing a program that would require convicted felons on probation to undergo periodic drug testing. Goldsmith has presented the plan to the judges of the Marion Superior Court Criminal Division for their approval.

MICHIGAN — The Inkster Police Department has officially retired the badges of three officers slain July 9 while serving a warrant. In addition, three stars have been added to the department's emblem in memory of Sgt. Ira Parker and Officers Daniel Dubiel and Clay Hoover.

Three Royal Oak Township police officers and two others have been charged with records-tampering, drug and property theft and obstruction of justice as a result of a raid on police offices by investigators for the Oakland County prosecutor in mid-September.

OHIO — A phony auto-body shop run by Cleveland police and FBI agents in Warrensville Heights has led to the indictment of 47 people on auto theft charges, officials announced last month. The investigation, begun in December 1985, was aimed at the middlemen in major auto theft rings in the Cleveland area.

Ross County Sheriff Thomas Hamman is less than happy with the success his agency has had so far in detecting local marijuana crops. Since deputies began searching for this year's harvest in mid-July, they have brought in 500 to 600 plants. Hamman says that a large chunk of the crop — which is said to have a higher potency than past years — remains undiscovered because of changes in clandestine growing techniques.

Plains States

IOWA — A state court of appeals ruled last month that the state can count a motorist's traffic violations in other states when deciding whether or not to suspend Iowans' drivers licenses.

MONTANA — A new state law permitting drug testing as a condition of employment went into effect on Oct. 1. The law applies to those whose jobs involve "security, public safety or fiduciary responsibility."

NEBRASKA — Law enforcement authorities destroyed more than 11 million wild marijuana plants during the first eight months of 1987, according to state officials. Most of the plants, which had a potential retail value in the billions of dollars, were turned into mulch. The State Patrol has reportedly declared war on "ditch weed," as the wild cannabis is known, after largely ignoring it in the past.

WYOMING — The state's five-year-old "Report Drunk Drivers Immediately" program has resulted in 11,574 calls and 1,260 arrests. The program's toll-free telephone hot line is used to report suspected drunken drivers.

Teton County Undersheriff Terry Bart resigned Oct. 16, leaving with a charge that drug trafficking in the county has become a multimillion-dollar industry. Bart said not enough money is available for drug enforcement.

Southwest

COLORADO — A district court judge has ordered the state to remove all 160 state prisoners from the badly overcrowded Denver County Jail by Oct. 28 and pay Denver \$835,136 for their care. Judge Jeff Bayless noted in his ruling that the 32-year-old jail was designed to hold 650 inmates but now holds approximately 1,240.

NEW MEXICO — An Albuquerque grand jury has charged that the Bernalillo County Jail has become a resort for criminals, and recommended the construction of a new punishment-oriented jail for repeat offenders and violent criminals. The grand jury has also urged a probe into how drugs, alcohol and weapons get into prison.

TEXAS — Crime Stoppers of Houston Inc. has received the top "Productivity Award" from

Crime Stoppers International at the group's recent convention in Casper, Wyo. During the year for which the award was given, the Houston tipster program was responsible for clearing 1,274 felony cases and the recovery or seizure of more than \$13 million in stolen property and narcotics. The figures were said to be the highest for any of the more than 750 Crime Stoppers programs worldwide.

UTAH — The state has been allocated \$1.52 million in Federal anti-narcotics funds to improve state and local drug enforcement efforts. The state will appropriate \$685,000 of the funds to localities on the basis of competitive requests, with the stipulation that local grantees match 25 percent of the grants in cash. The state will retain \$680,000 for its own drug enforcement and rehabilitation programs.

CALIFORNIA — Following a rash of gang robberies of private homes, Los Angeles police have warned residents of the Vietnamese community not to open their doors to strangers, no matter what ruse the caller may use. In the past few months, at least 50 knock-and-rob attacks involving Vietnamese gangs have been reported. Police suspect that frightened victims have failed to report many other such attacks. According to an LAPD spokesman, the gangs invariably gain entry to a house by using one ploy or another to get the homeowner to open the door. Once the door is open, the spokesman said, "the whole gang rushes in."

An unemployed printer in Martinez has learned the hard way that dollar bills are called "greenbacks" for a good reason. Gilbert Gutierrez was arrested on counterfeiting charges by alert Secret Service agents who noticed that the \$10,000 in fake \$20 bills printed by the colorblind Gutierrez had a fatal flaw: the bogus bills had serial numbers and Treasury stamps in black ink, instead of the Federally-approved bright green. The bills were of "poor quality and not very sophisticated," according to a Secret Service spokesman.

IDAHO — The state Department of Law Enforcement says it will drop out of a joint Federal-state drug enforcement task force as a result of a "breach of trust." State officials say U.S. Attorney Maurice Ellsworth reneged on giving the state two planes seized in a drug investigation. Ellsworth contends that the state would not have used the planes for anti-drug operations.

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Taking aim at the problem of children & guns

Detroit councilmen seek new handgun ban, despite prospect of another veto by Mayor

Legislation to ban the sale of handguns in Detroit has not fared well in the recent past, but that is not stopping City Councilwoman Maryann Mahaffey from reintroducing her proposal for such a ban.

Last year, Mahaffey and a fellow Council member, the Rev. John W. Peoples, sponsored legislation to impose mandatory jail sentences and fines for violators of the city's gun-registration laws. The ordinance requires judges to impose sentences of 30 to 90 days and fines of up to \$500. The ordinance was signed by a reluctant Mayor Coleman Young, who has resisted gun-ban measures in the past. However, Mahaffey and Peoples were forced to drop from the law a provision calling for a freeze on handgun sales in the city, due to a lack of support from the City Council.

The new bill would ban the sale of handguns to most city residents. According to Calvin Hughes, a spokesman for Councilman Peoples, handgun purchases could only be made by those who qualify under Wayne County's concealed weapons permit. Prosecutors, corrections officers, security guards and licens-

ed gun collectors would be exempted, while those who already have guns would have to take a gun safety course and re-register their weapons with the police department.

Lost or stolen guns could not be replaced, said Hughes. "There would be no way of really tracking down a legitimate re-purchase of a weapon if that were left open," Hughes told Law Enforcement News. "It would be a huge loophole and anyone could say, 'My gun got stolen.'"

Hughes said the bill is a response to Detroit's "extreme problem with homicides," almost 73 percent of which are handgun related, he said. Most of the homicides involve youths, Hughes observed, and most involve pistols taken from the home. "A lot of it is drug related. We have a lot of problems with crack dealers and the territorial killings involved with that," he said.

From January 1987 to the present, Hughes said, there have been some 371 shootings involving youths, along with about 34 deaths of adolescents under the age of 17.

Robert Berg, a spokesman for

Mayor Young, noted that the Mayor does not believe such an ordinance could be effected on a city-only basis. "If you're going to do it, you've got to do it nationwide, the way the Canadians do it," said Berg.

Young has not indicated whether or not he would sign an ordinance such as the one proposed by Mahaffey, said Berg, because he does not know in what form it will come to his attention. But, he added, "He's very clearly opposed to doing it as a city-only thing."

"All you have to do is drive across the city boundaries into the suburbs and buy a gun," said Berg, explaining that "the state of Michigan is under what is called 'permit-to-purchase.' You have to have a permit issued by your local police chief in order to purchase a handgun within your municipality or in the state."

If permits were not issued, he said, any licensed gun dealer who sold a gun would be in violation of the law. "The only other way guns could get in here would be illegally — and guns are already illegally in the city. That is not really a factor as far as enforcement of the ordinance."

Trauma experts say gun deaths, wounds among children are rising

As gun ownership increases, so does the number of children wounded or killed by gunfire each year, according to medical experts at a recent conference on pediatric injuries.

Dr. Catherine A. Musemeche, a surgery resident at the University of Texas at Houston, studied children age six months to 16 years who were wounded by gunshots between 1981 and 1986, and found that of the 107 children injured by gunfire, 21 percent died.

At the National Conference on Pediatric Trauma, held recently in Boston, Musemeche and other surgeons agreed that gunshot wounds in children have become a major urban problem. "Children are shooting other children," said Dr. Barlora A. Barlow, chief of pediatric surgery at New York, Harlem Hospital.

Dr. Burton Harris, a pediatric surgeon at New England Medical Center, where the conference was held, told Law Enforcement News that in the past year, gunshot wounds in children have increased dramatically.

"There were two papers, one from Houston and one from New York and both showed very sharp increases," he said. "From our own experience in Boston, which we consider to be a reasonably civilized place, we'd been in the pediatric trauma center for seven

years and had yet to see a gunshot injury — until this summer, when we saw three of them."

Harlem Hospital's Dr. Barlow contends that the use of crack by adolescents is responsible for this year's sharp increase in gun injuries. During the first nine months of 1987, Harlem Hospital treated 18 children for gunshot wounds, compared with past years, in which the average has been 10 in a year.

Young children, she said, may be shot accidentally through windows or on the street.

According to Dr. Musemeche's study in Houston, 37 percent of the children were playing with guns when they were shot. Eleven percent were injured in suicide attempts, with 13 the average age for a suicide attempt. Others were injured accidentally in domestic quarrels.

"It's the frontier mentality," said Dr. Musemeche.

The trauma specialists at the conference also warned against BB guns, which they claim are considerably more powerful now than earlier models and can inflict fatal injuries. "BB guns are high-powered rifles that shoot BB's," observed Dr. Stuart R. Lacey, a pediatric surgeon at the University of North Carolina at Chapel Hill. "Parents don't realize what they are buying."

Dallas spouse-abuse arrests soar

The Dallas Police Department's highly praised policy of handling cases of domestic violence has led to a 463-percent increase in arrests for family violence since this past January, although that success has been tainted in the eyes of some by the fact that victims of domestic violence are sometimes arrested along with their abusers.

The policy was implemented as part of a settlement to a 1985 lawsuit, in which a 22-year-old Dallas woman charged that police failed to arrest her estranged husband even though he had allegedly beaten her several times in violation of a court's protective order barring the man from contacting or visiting her.

U.S. District Judge Robert Maloney approved a settlement whereby police would make arrests when they found evidence of domestic violence and would file written reports on family violence cases.

The case was settled in May, and the new policy was in place by August. During that month, police arrested some 1,645 suspects, a 120-percent increase over the previous month.

But while North Central Texas Legal Services, the organization that handled the original settlement, was pleased with the increased number of arrests, complaints began to roll in about police arresting the women who

had called for help or, in some cases, both parties.

A case-by-case investigation was initiated in August, according to Mark O'Brian, an assistant city attorney. That audit discovered that in 10 percent of the cases, officers had arrested both parties.

In light of the investigation's findings, the city has agreed to provide more training materials for officers "to impress upon them that the situations where they would arrest both parties should be very limited," said O'Brian. In most situations, he noted, the officer should determine who the primary aggressor is and make the proper arrest.

Susan Bragg, director of The Family Place, a counseling facility and shelter for battered spouses, said she and her fellow counselors are hopeful that the increased training will be effective.

"We are concerned that battered women are getting an even worse message than they were before the lawsuit settlement," she told Law Enforcement News. "That is, if you call the police, we sure will come out and we sure will arrest, but there is no guarantee who will be arrested."

Bragg said The Family Place has received about 15 complaints from women who were arrested along with their abusive spouses, a situation that often prompts authorities to place the children

of the battling couple in foster care facilities.

In one incident Bragg recalls, a woman who was being strangled by her husband picked up an ashtray to use in self defense. When the police arrived in response to a call from neighbors who heard screams coming from the house, the husband continued to threaten his wife in front of the officers. When the woman admitted that she had retaliated against her husband's attack, Bragg said, she had to argue for "quite a few minutes" with the officers who tried to arrest her.

Jonathan Vickery, an attorney with North Central Texas Legal Services, said that his organization and the city are trying to resolve the matter without going to court. "We are still hearing that it is taking place," he said. "We've been told by all the shelters in the area that they're receiving complaints."

Police Capt. Rick Hatler said he felt "very confident" that the complaints voiced by the battered-women's centers are "made in all sincerity based on the information they're receiving from women who have been arrested."

He added, however, "The situation the officers encounter at the scene of a family violence incident is very often one where each party has assaulted the other. What in fact you have is two assaults and both may be victims and suspects."

Charges of 911 problems are denied by Phoenix PD

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companies outside the city. "Basically, they did not want to have to pay extra money to get an off-premise line to come into Phoenix," she told Law Enforcement News. "They would have preferred if the city of Phoenix had put those lines in for them. It is not our responsibility."

The alarm companies, said Dixon, want to be able to call in on 911 when they have an armed robbery. If they are outside of the city, they cannot do that. "Their contention is when they dial in on the seven-digit number, they are put on hold. This is true because we are answering 911," she said.

The companies were told that if they purchase this off-premise extension, they could enter the 911 system and call in armed robbery alarms. "That's all the problem was," said Dixon. "There really never was a problem. The gentleman who wrote the article wanted there to be a problem."

Hall told LEN, however, that of the several alarm companies he interviewed which had systems monitored outside the city limits, none of the executives indicated any objection to paying for the off-premise lines.

Moreover, Hall flatly denies that he overstated the magnitude of the problem. "The story was not slanted toward pinning the

blame on any particular group," he told LEN. "It just pointed out that this is a problem that has existed for two years and there appears to be a solution to it that is relatively economical."

Benny Hernandez, a technical consultant for the Mountain Bell telephone company, said that, as far as he is aware, only the Phoenix Police Department is having such problems.

Interviewed by Hall, Hernandez said emergency calls transferred by Mountain Bell operators are delayed because Crime Stop is already "flooded" with calls from the public.

"We see it's a problem and we don't see we have any way of correcting it," he said. "What I would recommend is setting up a separate group of lines."

The Maricopa County 911 system is said to cover a larger area than any other in the nation, more than 10,000 square miles. More than 1.5 million calls are handled each year by the system.

ERRATA

In the Oct. 13 issue of *Law Enforcement News*, an article on police AIDS-related policies incorrectly stated the name of the Mayor of Montgomery, Ala. The correct name is Emory Folmar.

People and Places

Action and reaction

As the law of physics goes, "For every action, there is an equal and opposite reaction." In the case of two Michigan police officers, the action was rushing into a jury room to save an epileptic juror who was choking on a piece of gum. The opposite, if not necessarily equal, reaction was a court order directing a new trial for three men convicted and sentenced on drug charges.

The Michigan Court of Appeals found no impropriety in the police officers' actions, but ruled that the defendants were denied a fair trial because the "requisite juror indifference was destroyed" when Birmingham Police Officer Sgt. David Schultz and David Lansford, an investigator with the Oakland County Prosecutor's Office responded to a frantic summons from jurors. The officers, both of whom had testified at the trial, found a female juror whose face had turned blue from lack of oxygen. The two were able to dislodge the gum from her windpipe.

The three defendants: Harold Hovis, 43, of Detroit; Robert Irwin, 28, of Birmingham and Francis Collins, 51, of Holly, were found guilty in 1985 of selling a half-pound of cocaine to undercover officers for \$20,000. They were sentenced to 10 to 20 years in prison.

"The Michigan Supreme Court has held that the practice of entering a jury room is indefensible no matter by whom," the appellate court ruled. "The association of the officers in the jury room was dramatic, and it could not but foster the jurors' confidence in the officers and, ultimately, their testimony."

Said Sgt. Schultz in response to the incident and the new ruling: "What was I to do?"

Mayor culpa

Known for bizarre antics in his efforts to control the Floral, Ala., Police Department, the city's 85-year-old Mayor, H. T. Mathis, has now resorted to voodoo in an apparent attempt to rid Floral of its first black police chief, A. V. Patrick.

Earlier this month, Mathis

sprinkled cornstarch around City Hall, saying it was "voodoo dust" that would drive away evil spirits. Subsequently, Patrick received an anonymous letter warning him that if he did not leave town, "spirits see cemetery nearby in near future."

Patrick says he is not intimidated by the letter, but contends that the letter and the Mathis's "voodoo dust" are connected. "The Mayor told me, 'If it works, you'll know.' But I told him, 'I didn't come here running and I'm not leaving running,'" he said.

Patrick, a 14-year veteran of the force, was promoted to chief by the Town Council in January. While community leaders believe that Mathis, who is white, sprinkled the powder to frighten Patrick, the chief does not scare that easily. "It doesn't worry me at all."

Coke is it

A Cleveland police officer has filed a \$1-million lawsuit charging that racial discrimination was behind the Police Department's refusal to allow him to obtain treatment for his cocaine addiction and its unwillingness to reinstate him.

James Walker Jr., who named the City of Cleveland and several top police officials as defendants in the suit, had been a police officer for five years prior to his arrest in April 1986 while working as a security guard for a house where drugs were sold.

Walker, who had been assigned to the police impound lot, was arrested after police searched a house and confiscated drugs and money. No drugs were found on Walker, police said at the time.

Fired five months later, Walker claims the department knew about his addiction in January 1986 but kept him on the force until his dismissal.

Walker was granted a leave without pay during that time by the department's doctor to receive inpatient treatment. After 10 days at a treatment facility, Walker was released but he remained an outpatient from Jan. 16, 1986, until his April 30 arrest and subsequent suspension. The department's medical unit had been notified by Walker of his need for further inpatient treatment.

Walker, who is black, alleged

that race played a role in his dismissal from the force. Three white officers, he claims, committed crimes "while under the influence of controlled substances" and were accepted into treatment programs and subsequently reinstated.

On the side of the law

If Michael Audette and Steve Allen continue to practice law, they will be fired as deputies by the Oakland County, Mich., Sheriff's Department. If they fail to represent clients who have already paid them, they will be sanctioned by the State Bar Association.

"I'm not doing criminal stuff, or anything that conflicts with the sheriff's department," said Audette. But from the perspective of Sheriff John F. Nichols, the two lawmen-turned-lawyers are violating a 130-year-old state statute — and departmental policy, to boot. Nichols suspended both men for a day recently after they represented clients in court.

Audette, 34, a 13-year veteran of the sheriff's department who became a lawyer in May, represented a client involved in a dog-bite case. He acted as attorney in a divorce case several

days after being told of his suspension.

The 39-year-old Allen, a 14-year veteran of the department, challenged the law's constitutionality in U.S. District Court in Detroit last year but was forced to drop the case when the Oakland County prosecutor's office told him he would incur more fines if he failed.

The statute, which Allen called "antiquated," imposes a \$150 fine on violators for each infraction of it.

It would be difficult, the two lawmen-lawyers claim, to make a living exclusively by practicing law. The high concentration of lawyers in Michigan and the expense of going into private practice would be prohibitive, they say.

But Nichols does not believe that lawyers should be deputies, noting that deputies have access to department records and state law enforcement files which are unavailable to most other lawyers.

Signs of the times

It could have been anyone that put up the signs around Kenner, La., that read, "Kenner Needs a New Police Chief." As far as Police Chief Salvador Lentini is concerned, "It could be communists."

With no one in town having claimed responsibility for the signs, an embattled Chief Lentini decided to view the posters as just so much litter and ordered his officers to remove them just hours after they first appeared on a late September Saturday.

Lentini, who has been under fire from some town councilmen and police officers for his management practices, said that whoever put up the signs was "yellow." He said he had a "good idea" who was responsible for the placards, but declined to identify any suspects.

City and state laws are not clear as to whether Lentini's action in taking down the signs was legal or not, but city officials said that if the owner of the signs does not step forward the removal of the signs will not be challenged.

Lentini said, however, that he hopes the owner does come forward. "That's what I want. I wanna smoke 'em out," he told the New Orleans Times-Picayune.

On the other hand, two of Lentini's harshest critics, Councilmen Bucky Lanning and Louis Congemi, said that they had nothing to do with the signs, but they agree with the message and think the signs "ingenious."

"I wish I would have thought of the idea," said Congemi.

Lanning, meanwhile, viewed the matter in more practical terms. "What I'm most concerned about is that we can't get enough police cars to patrol neighborhoods, but we have them readily available to remove political signs," he said.

Dallas PD gets a twin dose of study group proposals

Continued from Page 1

use of deadly force who worked on the Alpert study, said that the shoot/don't shoot drill created a tremendous amount of stress and was of "minimal relevance."

The Alpert report urged that the drill be replaced by training in violence-reduction techniques. Alpert recommended a program similar to that implemented by the Miami Police Department.

Along with violence-reduction techniques, Alpert recommended implementation of an early warning system to spot troubled officers.

Caudell said the department already has such programs, but noted that he understood Alpert's observations to mean that those programs could be improved. "Certainly we're going to examine that possibility and try to improve on it," he said.

While there were few overlaps in focus between Alpert's study and the work of the mayoral advisory committee on crime, both reports shared a concern for easing racial tensions.

The advisory committee, chaired by former City Councilman Charles Terrell, strongly recommended an affirmative action program with five-year hiring and promotion goals sup-

ported by both the department and the city government.

The affirmative action plan would include training sessions in sensitivity and cultural awareness for the entire department, including top management.

Goals, Not Quotas

Intensified "upward mobility" within the department should also be a goal of the agency, the committee urged, along with the establishment of annual and five-year goals for each unit in the police department in order to "identify and place minorities in supervisory positions and enhance recruitment and retention levels."

The committee suggested the use of a 5-percent leeway in hiring and promotional goals, noting that the figures it proposed are "goals, not quotas."

Among the committee's other recommendations were:

- The establishment of specialized shooting teams within the department to investigate any occurrence where police use of force results in injury or death;
- Increased recruit time in the police academy, to blend real life experiences and field training with classroom teaching;
- Expansion of the Police Review Board, and granting the board access to subpoena power.

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What They Are Saying

"There are excellent policies and procedures, but they are just not followed."

Geoffrey Alpert, lead consultant on a report that sharply criticizes the Dallas Police Department as being behind the times. (1:2)

Court gets an earful of Houston backtalk

This week's U.S. Supreme Court decision is reminiscent of the old children's adage, "Sticks and stones may break my bones,



Supreme Court Briefs

Jonah Triebwasser

but names will never hurt me." To a greater or lesser extent, the Justice of the nation's highest court agree, as we shall see in what might be termed "The Case of the Malicious Mouth."

Facts of the Case

On Feb. 14, 1982, Raymond Hill observed a friend, Charles Hill, intentionally stopping traffic on a busy Houston street, evidently to enable a vehicle to enter traffic. Two Houston police officers, one named Kelley, approached Charles and began speaking with him. Shortly thereafter, Raymond Hill began shouting at the officers in an admitted attempt to divert Officer Kelley's attention from Charles Hill. Raymond first shouted, "Why don't you pick on somebody your own size?" When Officer Kelley responded, "Are you interrupting me in my official capacity as a Houston police officer?" Raymond then shouted, "Yes, why don't you pick on somebody my size?" Raymond Hill was then arrested under Houston Municipal Code Section 34-11(a) for "willfully or intentionally interrupt[ing] a city policeman... by verbal challenge during an investigation." Charles Hill was not arrested.

Houston Municipal Code Section 34-11(a) reads, in relevant part: "It shall be unlawful for any person to assault, strike or in any manner oppose, molest, abuse or interrupt any policeman in the execution of his duty, or any person summoned to aid in making an arrest."

Raymond Hill was acquitted in connection with the incident. Following that acquittal, he brought suit in Federal District Court for the Southern District of Texas seeking a declaratory judgment that Section 34-11(a) was unconstitutional both on its face and as it had been applied to him; a permanent injunction against any attempt to enforce the ordinance; an order expunging the records of his arrests under the ordinance, and damages and attorney's fees under 42 U.S.C. §§1983 and 1988.

At trial on that lawsuit, Raymond Hill introduced records provided by the City of Houston regarding both the frequency with which arrests had been made for violation of the ordinance and the type of conduct that led to those arrests. He also introduced evidence and testimony concerning the arrests of several reporters under the ordinance. Finally, Hill introduced evidence regarding his own experience with the ordinance, under which

he had been arrested four times since 1975 but never convicted.

The District Court held that Hill's evidence did not demonstrate that the ordinance had been unconstitutionally applied. The court also rejected the contention that the ordinance was unconstitutionally vague or overbroad on its face. The court reasoned:

"The wording of the ordinance is sufficiently definite to put a person of reasonable intelligence on fair notice of what actions are forbidden. In particular, the Court finds that the use of words such as 'interrupt' are sufficiently clear by virtue of their commonly-understood, everyday definitions. Interrupt commonly means to cause one to cease, such as stopping someone in the middle of something. The Plaintiff, for example, clearly 'interrupted' the police officers regarding the Charles Hill incident."

The court also held that the statute was not overbroad because "the ordinance does not, at least facially, proscribe speech or conduct which is protected by the First Amendment."

Free Speech Concerns

The United States Court of Appeals agreed with the District Court's conclusion that the ordinance was not vague, and that it "plainly encompass[ed] mere verbal as well as physical conduct." However, by applying the standard established in *Broadrick v. Oklahoma*, 413 U.S. 601 (1973), the Court of Appeals concluded that the ordinance was substantially overbroad. It found that a "significant range of protected speech and expression is punishable and might be deterred by the literal wording of the statute." 789 F. 2d, at 1110.

The appellate court also reviewed the evidence of the unconstitutional application of the ordinance which Hill had introduced at trial. While not disturbing the District Court's ruling that the statute had not been unconstitutionally applied to Hill or to the reporters, the appellate court did conclude that other evidence not mentioned by the District Court revealed "a realistic danger of, and a substantial potential for, the unconstitutional application of the ordinance." *Ibid.*

The City of Houston appealed to the United States Supreme Court, claiming that the Court of Appeals erred in finding the ordinance facially overbroad.

Upholding Free Speech

Associate Justice William J. Brennan Jr. wrote the Court's majority opinion, in which the arguments of the City of Houston were rejected.

The City's principal argument, in Brennan's view, was that the ordinance does not inhibit the exposition of ideas but rather bans "core criminal conduct" not protected by the First Amendment. The application of the ordinance to Hill, the City contended, il-

lustrates that the police employ it only to prohibit such conduct, and not "as a subterfuge to control or dissuade free expression." Since the ordinance is "content-neutral," and since there is no evidence that the City has applied the ordinance to chill particular speakers or ideas, the City maintained that the ordinance is not substantially overbroad.

Justice Brennan outlined several reasons for disagreeing with the City's assessment and turning aside its appeal. "First," Brennan noted, "the enforceable portion of the ordinance deals not with core criminal conduct, but with speech. As the City has conceded, the language in the ordinance making it unlawful for any person to 'assault' or 'strike' a police officer is pre-empted by the Texas Penal Code.... Accordingly, the enforceable portion of the ordinance... thereby prohibits verbal interruptions of police officers."

"Second, contrary to the City's contention, the First Amendment protects a significant amount of verbal criticism and challenge

directed at police officers. 'Speech is often provocative and challenging.... [But it] is nevertheless protected against censorship of punishment, unless shown likely to produce a clear and present danger....' *Terminiello v. Chicago*, 337 U.S. 1, 4 (1949). In *Lewis v. City of New Orleans*, 415 U.S. 130 (1974), for example, the appellant was found to have yelled obscenities and threats at an officer who had asked appellant's husband to produce his driver's license. Appellant was convicted under a municipal ordinance that made it a crime 'for any person wantonly to curse or revile or to use obscene or opprobrious language toward or with reference to any member of the city police while in the actual performance of his duty.' *Id.*, at 132 (citation omitted). We vacated the conviction and invalidated the ordinance as facially overbroad. Critical to our decision was the fact that the ordinance 'punish[ed] only spoken words' and was not limited in scope to fighting words that 'by their very utterance inflict injury or tend to incite an immediate breach of the peace.' *Id.*, at 133,

quoting *Gooding v. Wilson*, 405 U.S. 518, 525 (1972)."

Moreover, Brennan noted, even "fighting words," a legal exception recognized in *Chaplinsky v. New Hampshire*, 315 U.S. 568 (1942), may require a narrower application in cases involving words addressed to a police officer, because properly trained officers may reasonably be expected to exercise greater restraint than the average citizen, and thus be less likely to respond belligerently to such words.

The Houston ordinance is much more sweeping than the local law struck down in *Lewis*, according to Justice Brennan. It is not limited to fighting words nor even to obscene or opprobrious language, but rather prohibits speech that "in any manner... interrupt[s]" an officer. The Constitution does not allow such speech to be made a crime, the Court ruled, noting that "The freedom of individuals verbally to oppose or challenge police action without thereby risking arrest is one of the principal characteristics by which we

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Nation's oldest law enforcement agency to sponsor newest traveling police exhibit

And now for today's pop quiz: What is the oldest Federal law enforcement agency?

Need a hint? Bat Masterson, Wild Bill Hickok and Wyatt Earp



Burden's Beat

Ordway P. Burden

were members. Now you've got it, right? It's the United States Marshals Service, which is nearing its 200th birthday.

To commemorate the bicentennial, the newly formed United States Marshals Foundation is planning to send a huge exhibit of artifacts and memorabilia on a cross-country tour beginning in December 1988. The foundation also plans to build a museum and a memorial to slain marshals and deputies and to establish a law enforcement research center.

The traveling exhibit will have 3,500 square feet of displays. Among them will be such treasures as a letter from George Washington appointing one of the first marshals in 1789; pages from the nation's first census in 1790, which was taken by U.S. marshals, the arrest warrant for Confederate Gen. Nathan Bedford Forrest on charges of treason; the pistol Wyatt Earp used at the O.K. Corral; Billy the Kid's shotgun; Belle Starr's side saddle; Geronimo's murder indictment; a billy club used in the Pullman strike; a machine gun from the St. Valentine's Day Massacre; equipment used during

the University of Mississippi riot in 1962; an electric chair from 1920; a marshal's jail cell from Maine, circa 1911, and weapons from nearly every era of American history. The show should be a police buff's delight.

It will open at the Smithsonian Institution in Washington on Dec. 10, 1988, and stay there till Feb. 26, 1989. The 1989 schedule includes: Oklahoma City, March 18 to April 30; Indianapolis, May 20 to July 9; Philadelphia, July 29 to Sept. 26, and Nashville, Oct. 14 to Nov. 26. The show will open in Seattle on Dec. 26 and stay there till Jan. 28, 1990. For the remainder of 1990, it will be in Denver, Feb. 17 to April 1; New Orleans, April 21 to June 3; St. Louis, June 23 to Aug. 12, and Dallas, Sept. 8 to Oct. 21. New York and either Chicago or San Francisco (perhaps both) will have the marshals' show in late 1990 and early 1991. It will close at the Gene Autry Western Heritage Museum in Los Angeles, running from March 23 to May 5, 1991.

For more than 100 years after President Washington named the first marshals in 1789, they provided the only Federal law enforcement power. They supported the Federal courts and carried out orders from judges, Congress and the President. They also took the national census until 1880, collected statistics on commerce, and performed many administrative duties. Frequently they rubbed up against the power of the states. After the Civil War, for example, dozens of marshals were jailed in the South for trying to

enforce Federal laws.

The marshals' greatest fame was achieved after that war, when



Stanley Morris

the nation's westward push began and they were the only force for law and order. Of the more than 300 marshals who have died in the line of duty, most were slain before the turn of the century. Today, marshals serve the Federal courts, arrest fugitives and transport prisoners, manage hundreds of millions of dollars in seized assets, enforce court orders and perform other tasks connected with Federal law.

The United States Marshals Foundation was organized last year at the urging of Stanley Morris, Director of the Marshals Service, primarily to promote public understanding of Federal law enforcement. The sites for its permanent museum and memorial

Continued on Page 7

The challenge of interactive management

More than just a one-shot, troop-motivating program

By Louis A. Campanozzi
Last of three parts

The steps necessary to implementing an interactive management style or atmosphere, which were examined briefly in the previous installment of this series, are part of an ongoing process that must be allowed to continue and take hold

within the command structure. Interactive management is not a one-time, "shot-in-the-arm" motivational program, such as one might use to kick off a new crime prevention drive. To be properly achieved, it must be employed on a daily basis against a broad range of challenges. In essence, it takes managerial commitment, with a capital "C."

'Showing interest' is integral part of process

With the re-emphasis of that underlying notion, then, it's time to explore in detail the steps involved in implementing an interactive management style.

Show Interest: First, foremost and always is the need for the manager to show interest in the concern or problem that is being addressed. This first step is an integral part of the entire process. It is interwoven into every step that follows, and is an ongoing activity that must continually be demonstrated.

Showing interest does *not* mean fault-finding or looking for a place to lay blame or responsibility. It *does* mean asking questions, talking about the problem, seeking information, listening to opinions and wondering out loud.

For example, if your concern is to reduce the rate of burglaries within your area of patrol responsibility, you need to begin to raise this issue as an area of concern. Ask your officers why the burglary rate is so high, whether they think it could be lowered, and what they would do to lower it. Don't worry if they tell you they can't do anything about it. After all, that's what we have been saying ourselves for many years. As you can see, we complain that our people don't listen to us, and the problem is that they do.

Ask questions. Get opinions. Inquire about solutions. Find out what is needed. Ask what they think should be done. Do some research (and then leave it around the office for everyone to see). Be willing to listen.

Establish Priorities: You and your officers cannot possibly do all the things that people expect to be done. Set some priorities for the coming year. Keep them simple, and keep the list short. Remember that priorities are simply mission statements. They are very broad and loose without any qualification — that part will come later.

Your priorities about reducing crime will be stated in just those words. For example, you may state your priorities as: "To reduce burglaries"; "To increase the rate of burglary clearance," or "To improve response time to in-progress calls."

Communicate, Communicate, Communicate: Once you have shown some interest in a problem and established some priorities around it, communicate those priorities to your personnel. Talk about your priorities, write them up, send everyone affected an outline of the priorities, and be sure to state why they are priorities.

Keep in mind that communication includes listening as well as talking. Get your workers' reactions, what they think about the priorities and the reasons for their beliefs.

You are just like the parent taking your family on a nice vacation. You have to tell them what it's going to be like and let them know what's going on, or they are going to get discouraged and begin to fuss and fight.

Part of the communicated information revolves around where you are going and what it's going to be like once you — all of you — get there. Showing interest about the future is as important as the original interest you showed about the past that led up to the problem. By showing interest and communicating about the future you are teaching your officers to anticipate and plan.

Seek Feedback: The interactive manager is not threatened by people who ask questions, suggest other possibilities or even come up with ideas that are better than the manager's. As you are showing interest, setting priorities and communicating, you should be asking your officers for their reactions. What are their concerns? What are their priorities? If there is going to be real resistance, now is the time to find out where it is coming from and why it exists.

Again, don't be too concerned about the naysayers, the doubters and the prophets of doom. They are your best asset. They are thinking and talking. If there are pitfalls in your plans, these are the people who will find them. As time goes by, they can become your hardest supporters.

As you go about getting feedback, begin to set up the next step. Let your lieutenants, sergeants and officers know that you will be expecting them to set specific goals around your



"Ask your officers why the burglary rate is so high, whether they think it could be lowered, and what they would do to lower it. Don't worry if they tell you they can't do anything about it. After all, that's what we have been saying ourselves for many years."

Courtesy Reading (Pa.) Police Department

priorities. Find out from them what they are going to need from you in order to address your priorities. This is where the interaction comes to the fore. If these people are going to be working hard for you, they are going to need support, equipment, personnel, time or additional resources from you.

This is the time to get things out into the open. Let them know what the variables are, and what it is they can expect. If you know there is going to be a cutback in overtime money, get it out in the open.

Goal Setting: Managers should not set goals for their personnel to meet, for when managers set goals they may actually be limiting their workers. Perhaps

If your concern has been the increased burglary rate, and you have established a priority aimed at the reduction of burglaries, you've described all of the variables, generated (and shown) interest in the problem, and have taken the time to show you really do expect your officers to be involved, the next step is to actually involve them in the goal-setting process.

What you are saying is, simply: "Given that we will probably have no increase in personnel for the next six months; that we will have some flexibility in utilizing our personnel for special anti-burglary details, and that there will be some loosening of overtime funds in three months, how much do you (as a squad, platoon, sec-

twists, shown some flair for innovative concepts, even suggested some bizarre approaches. Go with it. It's their plan, and they will insure that it works.

What the manager is doing in this step is giving the officers a "piece of the action." As was stated previously, their labor contracts, Civil Service, the courts and a range of other authorities have guaranteed all of their rights and privileges. What you are doing is giving them respect, recognition and trust.

By involving them in the goal-setting process you are extending to street officers three items that cannot be secured through any other source: an opportunity to design their job; the opportunity to show you what they think they

"The interactive manager is not threatened by people who ask questions, suggest other possibilities or even come up with ideas better than the manager's."

those workers could far exceed the goal. Moreover, when managers set the goals, the employees have no "ownership" of the goal. It becomes your goal, not theirs. Consequently, allow your officers the opportunity and responsibility for goal setting.

If you have done your job of communicating, showing interest and establishing the priorities, the ranks below you should be able to set specific goals. It is one way of showing your trust in them, and of demonstrating that you are confident of their involvement.

Keep in mind that they are not used to this treatment and involvement. They may balk at the opportunity, they may be hesitant, and when they do finally set a goal, it may be very low. That's fine; they're just being cautious. After all, they are thinking about the consequences there may be if they fail to meet the goal. That's the way things have worked for years for those of us in policing — stick your neck out and you'll probably get it chopped off.

tion or division) think you can reduce burglaries?"

They may play it safe and predict only a three- to five-percent decrease. Don't worry about it. They will far exceed it.

In conjunction with your officers setting goals, you are also going to allow them to describe and suggest the methods they are going to use. This is meant to get your people thinking and talking. It also lets them know that you are serious about this thing. Besides, it is only fair that if you have given them the responsibility for setting the goals, you should also give them the authority to implement the plan.

Once the officers have set their goals and described their methods, the plan is sent to you for your review, comments and modifications — if absolutely necessary. As long as the methods described are legal and in line with departmental guidelines and policies, avoid the temptation to change them.

You may find that your officers have come up with some novel

are capable of, and the opportunity to communicate.

The street cops have the information. They know their area, what is needed, what will work and what they can accomplish. Get out of their way and let them do it.

Implement the Plan: In establishing their goals and methods, your personnel will be telling you what they expect of you and what they will need. This has opened up two-way communications, so seize the opportunity to make use of it.

There may be some things they have suggested to you that need support or action on your part. Be honest about it; if you can't really

Continued on Page 14

Capt. Louis A. Campanozzi is commanding officer of the Genesee Section of the Rochester, N.Y., Police Department. The holder of B.S. and M.P.A. degrees, he is also a part owner and officer of BOWMAC Educational Services Inc., a training and consulting firm.

"This is the city: Houston, Texas. My name is Webb. I'm a cop. I carry a badge and, uh, uh. . . ." What's this? A jar of rubber cement where the Mace ought to be? A couple of sharpened blue editing pencils? Single-edge razor blades? A thesaurus? A t-square hanging from his Sam Brown belt where the PR-24 baton should be?

What kind of cops are we talking about, anyway? "Well, ma'am, if it's just the facts you want, you could say my partner and I are publishing cops."

From that fanciful scenario one gets a snub-nose impression of the workaday life of Houston police officers Frank Webb and Bill Hendrix, two veteran law enforcers who may never have imagined that the diversity of police work would entail so much in the way of journalistic endeavor.

Webb and Hendrix are the creators of "Field Training Quarterly," a small, nationally circulated magazine published by the Houston Police Department. And, more than the creators of the Quarterly, which is still in its first year of publication, they handle each issue from soup to nuts, applying just the right amounts of editorial zeal and tender, loving care.

The sprawling geography of the city of Houston and the size of the city's police department were pivotally responsible for the magazine coming to be in the first place. Given the fragmentation attendant to having eight field-training stations scattered all over the city, Webb said, "we recognized the need to try to tie all these training stations together. We thought the best way to do that was to develop a little, in-house newsletter just to share field-training information." That "little newsletter" evolved into the current 16-page Quarterly, each issue of which brims with articles on field training submitted by police personnel from around the country.

Webb and Hendrix, who are assigned to the department's Field Training Administrative Office, began the publication as a part-time endeavor outside of their regular police duties. "We stayed late pretty much every day trying to put stuff together," said Hendrix. "When this was in the developing stage, a lot of times at lunch or after work we would get together and discuss it," Webb chimed in. "That's how it all started, either at lunch or on our own time."

The first two issues were put together from scratch, with Webb doing the editing and Hendrix doing the layout, graphics and folding. They even stapled the magazine themselves.

Initially burdened with the department's lack of sophisticated graphics equipment, Webb and Hendrix will soon be churning out the Quarterly with the help of a recently-purchased microcomputer system equipped to handle "desktop publishing" — the production of small publications.

Previously, Webb said, the Quarterly was done by "the cut-and-paste method." Using the department's word-processing package, they would type the articles in one long column, which Hendrix would then lay out the copy by hand. The do-it-yourself approach allowed them to run off the publication for mere pennies per copy from within their regular command. Later, a second computer to help run the word-processing soft-



Webb

Hendrix

On The Line: A LEN Profile

Officers Frank Webb and Bill Hendrix

'Publishing cops' who are making the Houston Police Department a locus of fresh ideas on field training

Below, Police Chief Lee P. Brown (c.) gets an engraved reproduction of the first issue's front cover from his two resident editors.

Houston P.D. photo



ware was donated by one of the city's major computer firms. And, added Webb, "We have one of the large corporations down here help us fold the copies."

"When we first started, we would fold each individual sheet and then staple the sheets together," Hendrix recalled. "The first time there were 150 going out, the second time there were 300. It just got to be too much, we had to solicit help."

Following the initial success of the quarterly, Police Chief Lee P. Brown made the publication a regular duty assignment for the two officers. "Chief Brown is very innovative," said Webb. "He listened to two officers' idea, thought it was a good idea and didn't take any time" putting it into action, said Hendrix. "The first time we did some research and put a proposal together he said, 'Go ahead and try it.'"

Cost will be the determining factor as to the future of Field Training Quarterly. Currently, 1,500 issues are printed, about 600 of which are distributed within the Houston Police Department and the remainder going out to other departments. "Of that 900, we mail out 450, the rest are mailed by other groups who are helping us with postage," said Webb. They also have bulk-rate mailing status to bring the cost down further. "We reduced cost significantly," he said. "It went from something like 56 cents an issue to 12.5 cents an issue. The total mail-out last quarter was around \$65."

Keeping down the per-issue cost of the magazine has also prevented them from making additions to the Quarterly, such as a color cover and additional graphics, said Webb. "We really have to do it in-house to keep cost down."

But doing it in-house does have its advantages, Webb notes, in that Field Training Quarterly's production need not rely on the schedules of outsiders, such as printers or graphic artists. "That enables us to meet our deadlines," said Hendrix.

Webb, a native of Massachusetts, joined the HPD in 1980. After serving five years with the patrol division, he was chosen to staff the Field Training Administrative Office. Hendrix, originally from Corpus Christi, Tex., began his law enforcement career in Pasadena, a city just outside of Houston. Entering Houston's Recruit Training Academy in 1979, Hendrix went on to Field Training Instructor School, Field Performance Evaluator School and was chosen as a member of the Field Training Administrative Office in 1985.

Notwithstanding the recognized importance of the work they're now doing, the two officers are not without an occasional moment of doubt as to their new calling. "It's hard sometimes to feel like a police officer when you're sitting behind a desk and doing paperwork, talking on the phone and putting together a magazine," said Webb. "Sometimes you don't realize that you are the police officer you came on the department to be."

For more information about Field Training Quarterly, write to: Field Training Quarterly, Houston Police Department, Field Training Administrative Office, 61 Riesner Street, Houston, TX 77002.

Burden's Beat:

Marshals' exhibit to hit the road

Continued from Page 5

have not yet been chosen, according to the foundation's executive director, Rex P. Boynton. "A number of cities have expressed strong interest in having either the museum or memorial or both," he said. "Oklahoma City has shown a lot of interest in having the memorial there. More marshals and deputies were killed in the Oklahoma Territory than anyplace else, and they have made a very persuasive case for constructing the memorial there."

The decision on sites for the museum and memorial will be made later by the board of directors of the foundation.

The directors are a prestigious group, including actor James

Arness (Marshal Dillon of "Gunsmoke" fame); Gene Autry, the first singing cowboy and now a businessman; former Attorneys General Nicholas Katzenbach and William French Smith; Dr. Gerald W. Lynch, president of John Jay College of Criminal Justice; John Bianchi, founder of the world's largest holster manufacturer; industrialist Barney Kiinger; Gov. James Thompson of Illinois; Federal Judge Constance Baker Motley; J. W. Marriott Jr., chairman of the Marriott Corp., and Prof. James Q. Wilson of the University of California at Los Angeles, a noted authority on criminal justice.

More information about the foundation and its plans may be

obtained by writing: The United States Marshals Foundation, Box 4762, McLean, VA 22103.

Ordway P. Burden is president of the Law Enforcement Assistance Foundation and chairman of the National Law Enforcement Council. He welcomes correspondence to his office at 651 Colonial Blvd., Washington Twp., Westwood P.O., NJ 07675.

Flashback: October 1977

Albuquerque Police Officer Greg MacAleese was named the Parade/IACP Police Officer of the Year for his development of the CrimeStoppers program. The program, which offers cash rewards for anonymous tips on unsolved crimes, is now a fixture in 750 communities worldwide.

Court upholds free speech over verbal abuse of police

Continued from Page 5

distinguish a free nation from a police state."

Moving the Dividing Line

The first question that pops into mind after considering the *Hill* decision is just how much verbal abuse must a cop on the beat endure before a bystander expressing an opinion becomes a mob leader inciting a riot (with sticks and stones actually breaking some bones)?

Justice Brennan answers by holding: "Today's decision reflects the constitutional requirement that, in the face of verbal challenges to police action, officers and municipalities must

respond with restraint. We are mindful that the preservation of liberty depends in part upon the maintenance of social order. But the First Amendment recognizes, wisely we think, that a certain amount of expressive disorder not only is inevitable in a society committed to individual freedom, but must itself be protected if that freedom would survive."

(*Houston v. Hill*, No. 86-243, case June 15, 1987.)

(Jonah Triebwasser is a former police officer and investigator who is now a trial attorney in government practice. He is a member of the Bar of the Supreme Court of the United States.)

Landers:

Streamlining the Office of Justice Programs

By William J. Landers

Reauthorization of the Office of Justice Programs (OJP) involves a number of important policy issues. While we share the same objective — to promote more effective criminal justice policies and practices throughout the entire country — there have been some profound disagreements over the means to accomplish this end.

The Administration has consistently sought termination of some programs administered by OJP. But as the Attorney General indicated in Congressional testimony earlier this year, the Administration seeks to reach a reasonable accommodation with the Congress so that we can continue to make progress in

the areas of drug enforcement and prevention, as well as the myriad other vital areas of criminal justice.

We have been giving much thought to the best way for OJP to do its job effectively and efficiently. We are exploring several ideas, although I should state at the outset that these ideas are still tentative and that no firm decisions have been made — especially since our proposals for FY 1989 are currently under development in connection with the preparation of the 1989 Budget.

One such idea is that of the establishment of a unified OJP. This organizational change could increase the effectiveness and efficiency of OJP in these times of cutback management. These

goals might be accomplished by vesting the grant-making, personnel and other authorities now scattered among several OJP components in the Assistant Attorney General.

The need for more effective law enforcement at all levels of government is critical and unassailable. But we also understand the severe limits on the Federal Government's ability to devote resources to this need.

A central component of a successful anti-crime strategy must be enhanced research (including statistics) and development (R&D). Grants to subsidize state and local enforcement and prevention activity should not substitute for innovative thinking about crime control.

OJP was created for the purpose of putting the Department's major R&D agencies under a single administrative roof, while at the same time insuring the independence of research work products and non-partisan handling of grant funds — hence the legislative compromises in 1984 and thereafter to confer grant-making and personnel authorities not only on OJP, but also on the Bureau of Justice Assistance (BJA), the Bureau of Justice Statistics (BJS), the National Institute of Justice (NIJ) and the Office of Juvenile Justice and Delinquency Prevention (OJJDP). In short, the four

OJP bureau heads are to an extent independent. This system apparently was felt by Congress to be necessary to protect the integrity of the programs administered by the bureaus. Despite the good intentions underlying the present structure, it frustrates an integrated and coordinated approach to national crime problems. More particularly, the ideal of coordination involving, for example, statistical research (by BJS) leading to further research (by NIJ) which, in turn, yields hypotheses that may be tested in the field (through grants to state and local governments by BJA) is difficult to achieve. Coordination processes become cumbersome and accountability is difficult to enforce. Furthermore, there is an overlap in expertise from component to component because of the common issue-area mandates.

With the expiration of several program authorities at the end of Fiscal Year 1988, this is an excellent opportunity to take another look at these organizational

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William J. Landers is Deputy Associate Attorney General of the United States. This article is excerpted from his testimony before the House Judiciary subcommittee on crime on Sept. 30, 1987.

Other Voices

A sampling of editorial views on criminal justice issues from the nation's newspapers.

Gun decontrol: Florida asks for trouble

"Florida apparently has decided to fight fire with fire — gunfire, that is. Plagued with one of the nation's highest crime rates, it will allow almost anyone to carry a pistol. There will be no regulations on unconcealed firearms. The law even restricts 'cooling off' periods to 48 hours, tops. It's no mystery why many of Florida's police chiefs are ardently opposed to this madness. Not only will it keep them busier attending to the wounded, it will put them at greater personal risk. The law is evidence of a public panic. The way to decrease violence is to reduce, not enhance, its potential. As it heedlessly allows citizens to arm themselves, the law seems to endorse vigilante justice. It implies that public safety must rely not just on the police, but on citizens who are ready to shoot. What a foolish, shortsighted notion."

— The Atlanta Constitution
Sept. 30, 1987

Treating juveniles humanely

"An appeal by Pope John Paul II asking officials in Indiana for clemency for a 17-year-old woman on death row is a commendable act of leadership and compassion. Paula Cooper is not a teen-ager parents would want their own children to befriend — she is a killer and a one-time heavy drinker and drug user. But the Pope rightly urges the state to rethink the human and humanitarian aspects of the case. Cooper should not be put to death for a crime she committed when she was 15. The death penalty is a repugnant and absolute form of punishment that is almost never justified. It is even more abhorrent when applied to children. That teen-agers are morally, emotionally and intellectually immature is acknowledged by juvenile-justice systems. Juveniles do not weigh the consequences of their actions. Their crimes are often committed spontaneously. Since death is a remote concept for teen-agers, capital punishment is not a deterrent. America is almost alone in imposing the death penalty for crimes committed by minors. Libya, China, Russia and South Africa — nations not particular about human rights — do not execute children. This is one area where the United States could compete effectively."

— The Boston Globe
Sept. 30, 1987

Police: A policy of withholding information would be a poor way to fight crime

"Detroit Police Chief William Hart is wise to reverse a proposal, arguably illegal, by lower-level department executives to expunge names and other information about victims of major crimes from reports made available to the news media — and thus to the public. The plan's backers said it would curb inaccurate or unfair media portrayals of the department and the city. In fact, the effect would have been just the opposite, creating more uncertainty and rumor in a city already fearful, sometimes to the point of panic, of crime. It is hard to build a case of media irresponsibility when local news outlets routinely, and voluntarily, withhold the identities of rape victims from published or broadcast accounts. Department officials also advanced a weak privacy argument, but a more likely answer was suggested in an internal memo from Executive Deputy Police Chief James Bannon supporting the information restrictions in which he reportedly asked: 'Why do we continue to fashion... the club which we are beat over the head with?' Fortunately, Chief Hart didn't buy that argument, making it clear he understands that suppressing the appearance of a problem is not substitute for acknowledging and dealing with it candidly, with the public's help. Nothing would generate cynicism and mistrust — and a withdrawal of popular confidence and support — more quickly than extending the none-of-your-business attitude that already prevails among too many ostensible public servants. Chief Hart, although no great fan of local journalism, recognizes that."

— The Detroit Free Press
Sept. 22, 1987

Letters

To the editor:

Congratulations on your story on the Florida open-weapons law (LEN, Sept. 29). You had a great story before it hit.

ROBERT D. McCRIE
Assistant Professor of
Security Management

John Jay College of Criminal Justice
New York, N.Y.

To the editor:

I recently saw a disgusting full-page ad in another police publication for Handgun Control Inc. Unfortunately, I have also seen the same ad in your magazine. It is a disgrace to the police profession that one of their leading publications would run an ad such as this one without any attempt to verify any of the outrageous claims made therein. Even the most minimal investigatory effort would have proven almost every statement in this ad to be an out-and-out lie. I hope your judgment regarding future ads of this type will be a bit more professional and will be based on a desire to present the facts to your readers, rather than a desire for advertising dollars.

CURT OGDEN

Police officer/firearms instructor
Emerson, N.J., Police Department

To the editor:

Over the life of my subscription, I have found Law Enforcement News articles and special features to be generally interesting and well balanced. However, there is one area in which I quickly found your reporting heavily biased. This is in the area of gun control.

It is readily apparent that your editorial policy is to consistently portray the use of firearms (and especially hand-

guns) by private citizens in the least favorable manner. I find this policy distasteful in any news medium, but even more disturbing in a publication which caters almost exclusively to police officers. The subliminal message which is being received by your readers is that any firearm, but especially a handgun, in the hands of a private citizen, somehow makes that person bad, and someone whom the police cannot trust, and even should somehow fear.

This (thankfully) is not a view of the general public shared by most of the police officers with whom I come in contact. Perhaps the demographics of our individual areas of residence have contributed to the prejudicial view of your editorial staff. Yours is an urban area with a known high crime rate and extremely strict gun control laws, while I reside and work in a largely suburban and even rural area with reasonable gun laws and a relatively low rate of violent crime. Does this suggest that where the individual citizens right to keep and bear arms is not unduly restricted, a significantly lower crime rate is the result? Yes, it certainly does suggest this. I realize that there are many other factors present, but the fact remains that in those areas where the citizens are unduly restricted in firearms ownership, a consistently higher crime rate is present than in those areas where less restrictive gun laws are in effect.

While I do not expect a change in your editorial policy, at least I have made the viewpoint of one former subscriber known.

RONALD C. JASON
Security Training Officer
Uncasville, Conn.

There's nothing like a major quadrennial international sporting event to stretch the wits, resources and stamina of a major-city police department. In the best of all possible worlds, such a happening might be less than a monumental burden — that is, if you had plenty of time to plan, to marshal and deploy resources, to draft and enact revenue increases to bolster undernourished budgets and to formulate contingency plans for every likely crisis. But in this imperfect world, you can cut the time frame down to two years, forget about revenue increases and throw in a few contingencies that spill over into the realm of international politics and diplomacy. You now have the situation that confronted the Indianapolis Police Department as it planned and implemented security measures for the 1987 Pan American Games, held this past August.

Indianapolis Police Chief Paul A. Annee, who was in overall charge of the security efforts, maintains that any time an organization and its personnel are stretched to the extent the Pan Am Games affected the IPD, you either collapse from the stretching or you grow as a result. The Indianapolis police may have been a bit bone-weary — and deservedly so — after the Games concluded, but in Annee's estimation, there's no doubt that personal and organizational growth was the result.

Perhaps the Indianapolis police were helped by the fact that they annually provide security for another sporting event that draws nearly a half-million people: the In-

dianapolis 500 auto race. Certainly, they have plenty of experience with that race, going all the way back to the days when 60 or 70 miles per hour was considered lightning-fast for a car. As importantly, though, Annee and his department were helped in no small way by others with their own experience in international athletic events — the Los Angeles Police Department, for one, with its experience of handling the 1984 Summer Olympics. The LAPD brass could not have been more forthcoming and open, Annee notes, and it is in that spirit of cooperation that Annee and his aides are providing similar experiential wisdom to police officials from Seoul, South Korea, where the 1988 Summer Olympics will be held, and Calgary, Canada, site of the 1988 Winter Games.

Security for the Pan Am Games might have been little more than a textbook exercise in interagency cooperation and crowd/traffic control on a massive scale, had it not been for the presence and participation of Cuban athletes and, with that, the presence of volatile anti-Castro demonstrators, many of them Cuban expatriates now living in this country. Planning was one ally of Annee and the IPD, as was a firm, no-nonsense posture when matters threatened to get out of hand during the Games. Annee and his top-level planners met in advance with Cuban security officials to discuss mutual concerns, they called on the intelligence-gathering capabilities of the FBI for information on the anti-Castro forces, and at one point they even traveled to

Cuba for face-to-face meetings with top Cuban officials, including Fidel Castro himself. When tempers flared during the Games, Annee made it unmistakably clear that political disruptions of an athletic event would not be tolerated, and that, if necessary, arrests would be made. The message got across to both sides, and the Games (and the protests) carried on peacefully.

When not planning and implementing security arrangements for major sporting events (which in the case of the Pan Am Games is blissfully infrequent and in the case of the Indy 500 never ends), Annee commands a department that has been nationally acclaimed for its policy on missing children reports, and one that knows the value of enrolling harsh critics of the department as a citizens advisory board. A 45-year-old native of Indianapolis, Annee exemplifies the power of tenacity and perseverance in pursuing one's career. Starting as a rookie cop in September 1965, Annee took 13 years to climb to the rank of lieutenant. It then took less than two and a half years to make it to Deputy Chief of Operations, and just five more to be named Chief. If Annee were an Indy racing car, he would spend more time in the pits than his competitors, fine-tuning his equipment, and then come roaring out in the final stages of the race to blast everyone else out of contention. After 22 years of dedicated, community-oriented police service, Annee is pushing just as hard as ever. Just don't ask him too soon to prepare for another Pan American Games.

“It was so difficult to explain to [the Cubans] that in this country, people have a right to dissent, and we respect that right. But there's a fine line.”

Paul A. Annee

Police Chief of Indianapolis, Ind.

Law Enforcement News interview
by Marie Rosen

LAW ENFORCEMENT NEWS: Now that you've had some time to reflect on the recent Pan American Games hosted by Indianapolis, what impact did that have on your department?

ANNEE: It certainly stretched us about as far as one could be stretched, both in terms of the organization and I think personally as well. At the patrol officer level and at every level right up to the chief, each of us were stretched, and I think each grew as a result of it too. That's one of the real intangible benefits of that. We identified people that had good planning skills that we didn't know about beforehand and we're now able to use them to do other things in the area of planning. Any time you stretch an organization, to the extent that the Indianapolis Police Department and each of us personally was stretched, you either collapse from the stretching or you grow as a result of that. I'm comfortable that the latter occurred and that we grew personally as well as organizationally.

LEN: What about stretching monetary resources? Was your budget able to handle something like this?

ANNEE: With the austerity we all see today in terms of budgeting and funds, coming up with the dollars to fund the overtime was a very difficult task. As a matter of fact, we are still trying to come up with those dollars. We're hopeful that the organizers can help us with that, but they're still trying to balance the books to see exactly how well they did financially. If they did well financially, they are going to be expected to reimburse the city for as much of the cost of overtime as they can. Other than that, it's going to come out of our normal operating funds, which are limited to begin with.

LEN: How much did it cost you?

ANNEE: We haven't totally gotten to that yet, but we had thought the Games were going to cost somewhere around a million dollars. I'm very comfortable now that about half of that is going to be the case — somewhere in the area of 530 to 540 thousand dollars will hopefully be the final cost. That's just for 1987. You could put all

kinds of costs onto this thing and really create a large number if you want. We are not going to try to add salaries of people who were doing the planning because those salaries would have been paid anyway even though we reallocated the manpower to do Pan Am planning. We're not interested in creating a cost factor which we are sure the organizers couldn't pay, but one which is more realistic. What we're really after is most of our overtime costs for 1987, and if we can get the recovery of that we'll be very happy.

LEN: So you didn't get any extra funds from any other agency to help with this?

ANNEE: Well, Congress appropriated \$25 million for the security of the Games, but none of that money could be used to augment salaries or pay overtime. The money Congress appropriated and that was facilitated through the Department of Defense went for security things like the village and venues, electronic equipment which is tied in to security, but not salaries and overtime. So yes, we got a tremendous amount of help from the Federal

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"We were not going to tolerate athletes going into the stands and taking the law into their own hands. I think [the Cubans] got the message, because there was no more of that."

Continued from Page 9

Government and there is just absolutely no way that the games could have gone on without that \$25 million.

Athletics, not politics

LEN: During the Games, security coverage had to be increased and you were quoted at one point as saying: "We will not tolerate disruption of any sort at any athletic event. We want the Games to be athletic competition, not political events." What prompted that remark?

ANNEE: We had a real serious confrontation develop here between exiled Cubans living in Miami who came to Indianapolis and the Government of Cuba, headed by Fidel. As you must know, there is a tremendous conflict between those people. There were clearly signs and demonstrations that could have gotten out of hand if we hadn't stepped in and taken a tough stand. There were Cubans that were here from Havana trying to take the law into their own hands by trying to take flags away from exiled Cubans here in this country. They had a boxer go into the stands and really brutalize one of the exiled Cubans. I guess that's how they do things in Cuba. You are the law over there, you take the law into your own hands. You put down demonstrations. It was so difficult to explain to them and express to them that this is not the way it works in this country. People have a right to dissent, and we respect that right to dissent, but there's a fine line.

We tried to balance that with the exiled Cubans for an Independent Democracy — the CID — and the Cuban-American Federation. They both set up shop here and we wanted to show them we support their right to carry signs and show some dissent. But at the same time we were not going to sit here and have them disrupt the Games. It was a real fine line to walk, but I think we were pretty successful at it. We had a few skirmishes between those groups but generally things went pretty well.

LEN: You said, "The activities of these groups were disruptive, confrontative, combative." Which of the groups were you referring to at that point?

ANNEE: I was referring to the CID group. I was at a ball game when the Pan Am Games started on a Sunday and I sat and watched members of this group take propaganda literature and go over to the dugout where the Cuban athletes were and throw the propaganda into the air and down onto the Cuban athletes. That is very provocative. Then they picked it up and threw it back. Those are the kind of things. I was very concerned and disturbed with this whole issue of stalking and taunting that appeared to be prevalent.

LEN: Would you say the anti-Castro groups were making more trouble than their Cuban counterparts?

ANNEE: They didn't come to Indianapolis, in my judgment, to enjoy the Games. I think they came here to get attention, to say something politically through the medium — and quite honestly they were successful at that.

LEN: Did you make any arrests?

ANNEE: Not with athletes, and certainly not with



Chief Annee (2d from right) holds forth at a new conference Aug. 9, where he announced that security would be increased at events in which Cubans are taking part. The action was taken in response to complaints by the Cuban delegation to the Pan Am Games about anti-Castro protests and attempts to get Cubans to defect. Wide World Photo

Cuban athletes, because they honestly didn't have the freedom to travel the city and go to nightspots like other athletes had. We had a couple of situations where athletes would go out and get a little intoxicated and get a little bit rowdy and then their behavior would bring the attention of the police to them. We brought them in, and rather than arrest them we contacted their delegation, the *chef de mission*, and brought them in and explained the behavior. Quite honestly, they dealt with it in a much better way than the criminal justice system could have — particularly with people from far distances and even from other countries.

LEN: Could you explain that?

ANNEE: We had an American athlete from somewhere out on the West Coast. He went down to one of the nightspots and got drunk and got into a fight, just generally disorderly. We could have arrested him for disorderly conduct but we were really trying to avoid arrests in minor situations if at all possible. We felt as though the sports organizations that deal with each of the sports, and the country itself, the *chef de mission*, would deal with it. So we brought him down to headquarters but rather than send him through the criminal justice system, through the courts and through all that, we chose to release them to their delegation with the understanding that they would be disciplined. Two of them were immediately sent home and taken out of the Games. We think that was much more effective than arrest. It's a diversion from arrest, if you will.

We did have some real controversy with the Cuban athlete that went up into the stands and beat on one of those CID folks. Steve [Goldsmith, local prosecutor] fully concurred with me that we were not going to arrest the athlete. We investigated that case very well. We were going to register our complaint and our displeasure with what happened with the amateur boxing federation and the National Pan American Sports Organization and the Olympic organization and get some sanction against the boxer, rather than getting into an international incident where you try to arrest this Cuban. Quite honestly, it was a misdemeanor kind of thing, and he would never be here for trial to begin with. It just seemed to make more sense to deal with it through that channel as opposed to arrest. The Cuban exiles were very, very unhappy with us for that. As a matter of fact, they filed a lawsuit in Federal court.

LEN: Is that lawsuit still pending?

ANNEE: Yes. As a matter of fact I'm being sued for \$45 million as a result of all that. Those are things that are frustrating. You try to do what is right. I personally saw some of the stalking and some of the taunting.

LEN: So you knew there was some provocation, yet it appeared that perhaps arresting this guy could have turned this thing into an international incident?

ANNEE: We were very much aware of that. We finally got to the point, quite honestly, where I told the Cubans — and I meant it sincerely — that we were not going to tolerate any more outbursts like that. Law enforcement was there in great numbers, we were there in every venue, and we even beefed up our security where the Cuban athletes were participating. I assured them, and I think we adequately demonstrated that we were going to provide ample protection for their delegation, their athletes and officials. But one thing that we were not going to tolerate, we were not going to have athletes going into the stands and taking the law into their own hands. I talked with the head of their security delegation here and told him to make sure that he gets that to his athletes and they all understand that. Because we were prepared, if we saw a violation occur, to make an arrest. I think they got the message, because there was no more of that.

All for one

LEN: What sort of interagency effort was required for the security of this event?

ANNEE: We developed a committee called PAGLEC — for Pan American Games Law Enforcement Council. On that council sat the local head of the FBI, the local head of the Secret Service, the Indiana State Police superintendent, the sheriff of Marion County, myself and the director of public safety. I was the chairman of that committee. Then under us we had a group of planners, interagency security planners. They actually did the day-to-day planning, and then they had planners under them. It truly was a cooperative effort, and could never have come off, something of that magnitude, without the full support of the Federal agencies. The FBI, the Secret Service, the Department of Defense played a tremendous role, not only in doling out the funds that Congress appropriated but also providing some on-site help in the coordination of all of this. Then the local agencies — the Indiana State Police, the county sheriff's department and the Indianapolis Police Department — and other departments that had games in their cities — like up in Carmel, which is a suburb of Indianapolis, there were some sporting activities occurring in other areas of the state. So it really took a tremendous coordination effort on the part of many law enforcement people, agencies and heads of agencies, to accomplish this.

LEN: How were the various responsibilities delineated?

ANNEE: The State Police took the village, which was a big responsibility. They also had two or three venues out in the state. The sheriff, I think, had four venues. Quite honestly, most of the venues and the sporting activities fell to us in the IPD. I think we had 11 sporting venues, with the major ones at our Hoosier Dome, which is our big football stadium, the Market Square Arena, the Convention Center. The IU [Indiana University] police took the track and field and the natatorial events. It seems

LEN interview: Indianapolis Chief Paul Annee

like most of the problems, honestly, fell to us: the baseball, the soccer, the boxing, the gymnastics, the basketball. We had 11 venues, and we also had the media center that we had to provide security for, the headquarters hotel at the Hyatt Regency, two open-air walking events that were ours, and the marathon. So I think you can see that the bulk of the responsibility fell to the Indianapolis Police Department.

LEN: Were you the final authority for all of this?

ANNEE: Well, as chairman of the PAGLEC, I had some responsibility as it relates to all the agencies. When the planning stages were completed and we began the implementation of plans, each agency head was really responsible for his particular area and particular venues. So we had a venue commander at each one of those 11 sites, and that venue commander had an assistant commander. They had the day-to-day responsibility of providing security for those events. The ultimate responsibility, of course, falls to the chief in those areas where IPD was charged with providing security. We had an awful good effort on the part of our venue commanders and their assistants.

LEN: What about the Federal contingent? Who directed them?

ANNEE: Each kind of had their own responsibility. The FBI took the lead in the intelligence area, because they are most qualified and equipped to handle intelligence throughout the country. We tried to get a handle on what was happening and who might be coming to Indianapolis, because we quickly found out that there was a tremendous amount of interest from the Cuban exiles in coming up here and making a statement. So we quickly had to try to develop some information about them. The FBI was very helpful in that area. They had both of

their anti-terrorist SWAT units stationed here in Indianapolis, in the event that there would be an attack and we would need that kind of expertise. Fortunately they weren't needed.

Foreign relations

LEN: In many respects it seems that the job you were

were being created, either by their presence and/or by their own eagerness to get involved in settling some of these disputes between the exiles and the Cubans, was a very delicate situation. It all required a tremendous amount of understanding.

LEN: As I recall, this involved trips to Cuba to settle the details. . .

"I don't think anything we did was more important than the visit to Cuba."

performing was one of international diplomacy. Could you go into some of the peculiarities of this situation, since it went well beyond the normal bounds of being a chief of police. . .

ANNEE: It really did. We discovered late in the game that Minister Fernandez was coming to attend the closing ceremonies. Minister Fernandez is probably the number-three man in Cuba, behind Fidel and Raul Castro. When we found out he was coming, there was a lot of dialogue with the Cuban delegation as to what his activities would be, and the providing of security fell to us. The State Department was very helpful behind the scenes, but he didn't qualify as a head of state for State Department protection, nor did he qualify for Secret Service protection. Only Fidel coming would have qualified for that, and this guy didn't, although he did cause us a lot of hurt. So we had to deal with the Cubans, getting them to understand what we would like for him to do and the kind of risk that he was taking, and hoping that he would adhere to our suggestions on where he went and how he went. They basically responded to that quite well. Sitting down with the Cubans almost on a daily basis and talking about the kinds of problems that

ANNEE: As it turned out, I don't think that anything we did was more important than that visit to Cuba. I didn't quite realize that at the time, but having to deal with the Cubans here in Indianapolis, it was so helpful to have known them. Everybody that I dealt with here during the Games I had had conversation with and developed some camaraderie with during our visit to Cuba in April.

LEN: You met with Fidel himself, didn't you?

ANNEE: I did. We were told when we got to Cuba that maybe sometime during our visit we would have the occasion to meet Fidel. As I recollect, it was on Good Friday, and we were having a going-away cocktail party. It was about 11 or 11:30 in the evening, and I concluded that we weren't going to get to meet Fidel. All of a sudden the Cuban security people came in and said, "Let's go." I asked where we were going, but all they said was, "C'mon, let's go." So our delegation left and we got on a bus headed out into the streets of Havana, still not knowing exactly where we were going, but suspecting that we were going someplace to meet Fidel. As it

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Indianapolis: Where managers look like managers

Needless to say, the professional lot of Chief Annee and his subordinates is not exclusively the security of sporting events. And, busy though Annee and the department may have been in the past two years with Pan Am planning, there has still been time to mount new programs, invigorate old ones and look toward the future of the department. Annee looks at some of the highlights:

The IPD's acclaimed missing-children policy

"So many cities require a 24-hour period before they even take a missing on a youngster. We have always taken them immediately upon complaining that the child is gone from home, and we immediately begin looking for that child through our missing persons section. Our missing persons commander, Joe St. John, is nationally recognized for his unit, and a lot of departments are looking to what he's doing in that particular area. This approach may show more activity in terms of lost or missing children than maybe somebody who requires you to wait 24 hours. But if you're a parent and your 10-year-old daughter leaves home, and you panic and call the police here in Indianapolis, the police are going to take a report. Now maybe at 10 o'clock tonight, you or us find that youngster, at a friend's house or wherever. If we hadn't taken that report, we wouldn't have the statistic on that missing person. But we think we have to put those kinds of concerns aside. If you call the police and say somebody broke into your house, they'll come out and take a report because your television was stolen. But to call the police and say, 'My 10-year-old is missing and I don't know where she is,' and then the police say, 'If she's still missing this time tomorrow, call us back.' I think that's absolutely inappropriate and very insensitive to that issue. So maybe it does increase our statistics, but that's a concern that is far outbalanced by the need to take these reports."

IPD's Citizens Advisory Committee

"Law enforcement should involve the community at every level. You can't do this job alone. I was a

young officer in the 60's, and I saw when law enforcement was trying to do it alone. I saw it when law enforcement was "us and them." It was clear to me then, and even more clear now, that that's not the road to success. We are all part of the same community, we all come generally from the same kinds of backgrounds, only we happen to be in policing. We're nothing more, and nothing less, than an extension of the community that we serve. I wanted to identify those people that tend to be our biggest critics, and I asked them if they would serve on a citizens advisory committee with me. I wasn't looking for them to make policy, but rather to sit and listen to what our problems are, and the direction we're heading. They could tell us if we're heading in the right direction or not, and if not, what direction should we be heading in. Tell us what we can do to improve our relationship with the community. I invited people that clearly have been our most vocal critics, and we have since created tremendous friendships and developed confidence and trust in each other. I don't know of anything I've done that's been more successful than that. We only meet once a month, but I've developed an agenda for an entire year with them — things like community relations, juvenile delinquency, police training, minority recruitment, narcotics abuse, police shootings. I even invited a representative of the media into this, but they wouldn't attend because they felt it was a conflict. That's all right, too."

Managerial status

"One thing I did, I think it was my first day as chief, was to go back to white shirts for lieutenants, captains and above. I just felt that was terribly important. I wanted to put the management team in a distinguishable uniform, because I wanted to tell the managers that they are different, that they're not patrolmen. They are managers and they should think, act and conduct themselves as managers. And I also wanted to tell the community out there that when you see the guy in the white shirt, he's the guy in charge."

Less-than-lethal force

"We are desperately looking for alternatives to deadly force. Years ago we used to carry Mace, but somehow or other we got away from that, and I don't know why. They have a little bit better product out now called CS repellent, which seems to be more effective. It's now mandatory equipment. The other thing in our response to deadly force is our nightsticks or side-handle batons, the PR-24's. We've once again required officers to carry that, not for use as an offensive weapon but as a defensive weapon. It's my experience that things escalate into police shootings. They start out generally in a combative situation between the police and a citizen, and all of a sudden the thing has escalated itself into a police shooting. If the police have Mace and have the side-handle batons, and they use them effectively, well I'd much rather send somebody out to get the CS repellent out of their eyes and face, or send somebody out to bandage them up a little bit, as opposed to sending them out to try to save their life as a result of a police shooting. There are certainly times when a response of deadly force is necessary and appropriate, and we have tried to identify clearly when that is. But if my theory is correct that a lot of police shootings start out as just an aggressive act on the part of a citizen and then escalate to a police shooting, it's my hope that carrying these defensive weapons might keep that combative situation from escalating, and allow the officer to make an arrest and get the handcuffs on somebody without resorting to deadly force. If a guy's coming out of a holdup and he has a weapon in his hand, I don't expect the police to greet him with CS repellent, because we're going to be burying lots of police and we certainly don't want to do that. These are just alternatives, and we don't want the weapon to be the first alternative; we want it to be the last. We're hopeful that we've cut down on police shootings as a result of this. We think we have. It also has to do with training, with restraint, with good judgment, a good selection process. It's a compilation of many, many issues."

Annee: "Castro was very charming, tactful"

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turned out, we ended up at the Palace of Revolution, which is the office building of the Cuban Government. We went inside and sat in the waiting room for about 30 minutes. Fidel came in and was, quite honestly, very charming, very friendly, very non-political. Of course, we weren't there for politics, and none of us knew anything about international politics. Our purpose for being in Cuba was simply to try to bridge some of the planning processes, to let the Cubans know exactly what they could expect when they came to Indianapolis — in all areas of the Pan American Games, not just security.

So Fidel came in with his fatigues on, the combat boots, this big, scraggly beard, and he was very, very charming. He talked about sports, although there were a couple of times that the press accompanying us tried to get Fidel involved in some dialogue about coming to the Games and really not being wanted in this country and not being invited. But he was very tactful in staying away from the political issues, and merely referred them to me, to ask me what kind of problems it would cause the Indianapolis Police Department if he were to decide to come to the Games. He turned it right back to me, and I said I wasn't going to get involved in that. I told the press that I thought the problems were obvious, and President Castro knew probably better than anybody what kind of problems there might be. Certainly he knew better than me, although I certainly know now. I don't think I had a perspective on the hatred. I knew there was a tremendous amount of hatred between exiled Cubans and the Castro regime, but I don't think I had that all in perspective.

If Fidel had come, it would have been a disaster. It would have been totally disruptive to the Games — not that he would have tried to be disruptive, but just his presence would have done that. And he knew that. In any event, the State Department would never have issued an invitation to him. The relationships between our Government and the Castro regime are probably at rock bottom. They were then and I don't know that that's changed much since. Certainly Castro is not somebody who is revered at all by Americans. But quite honestly, he was charming, he asked questions about our city, about our police department, he asked if I felt that we could provide adequate security for the Games — not just his delegation and his athletes. He had a genuine concern and a genuine interest in how the planning had taken place thus far as of April '87. Hopefully, we dispelled most of the concerns that he had.

LEN: In the course of that visit, and in the overall planning process, did you have occasion to work directly with Cuban police officials, and did you notice any common bonds between yourselves and them?

ANNEE: We did work with them. In terms of common ground, I can tell you that they look like police. One of the things that surprised me down there is that the police are not the military. I expected their police and their military to be one and the same. That's not the case. The police are in civilian types of uniforms, as the police in this country are. But beyond that I think the similarities die quickly. They just don't police like we do. They carry guns, and they wear badges, but they're not governed by the same Constitution and Bill of Rights that govern us, which we so revere and so respect. I'm sure that down there, if you get sideways with the police, they deal with that just a little bit differently than might be the case in this country. I obviously didn't see any of that, but you got a glimpse in their frustration with us during the Games. One of the Cuban security people said to me that they had identified an individual with the CID group as the leader of that group, and he said "Why don't you just go and arrest him, and that will solve the problem. Put him in jail and you won't have any more problems with this group." I said, "That may be how you do it in Cuba, but you don't understand that in this country we don't arrest people because it would be a good idea, or because it would solve our problems." If you grow up in a system of Communism, where all the interests are for the state and not for the individual and his rights, it's pretty hard to conceptualize, just as it's hard for us to conceptualize their way of dealing with dissent. They do not allow it. If you dissent in Cuba, you're going to go to jail. If you dissent in this country, you have a right to do that as long as you don't infringe on other rights.

LEN: Were you able to bridge any of these philosophical gaps with the Cuban police?

ANNEE: No, and we never will. You never will as long as you have people that live in a democracy, who are policed according to a democracy's ideals, and you have someone that runs a government according to Communism's philosophical perspective. You're never going to bridge that gap. But I think they came to understand, while they would never agree. The problems we had with the Pan Am Games, with dissenters, they just won't have that problem in Cuba. If they would have demonstrators over there that would demonstrate against the United States presence, or the presence of our athletes, and they felt that that was embarrassing to them as a country, they would just walk over and say, "Stop it" and "Get out of here." And in the absence of stopping it and getting out of here, the demonstrators would go to jail. But they would decide. The difference is that in our country the police don't make those decisions, and the government doesn't make those decisions, thank God. The people make those decisions. If you decide that you want to demonstrate against an issue, you gather together and you do that. The government doesn't sit down and decide whether or not you have a right to do that, depending on whether it's productive or counterproductive. But the antithesis of that is true over there, and I'm also certain that if they thought it was in their best interest, and if the propaganda was right in doing so, then they wouldn't stop it.

Gasoline alley

LEN: Your experience with the Pan Am Games was not the first time you've dealt with a major sporting event in Indianapolis — in fact, it happens every May with the Indianapolis 500 car race. What kinds of concerns do you face when you deal with that event?

ANNEE: They're very similar to the kinds of concerns we had with the Pan Am Games, although they don't have the international flavor. We draw between 400 and 450 thousand people here for that race, and that's a lot of people, as you can imagine. And they all gravitate to that race track. There are a variety of problems. The peo-

experts in crowd control and traffic movement. Is there any secret to your successes?

ANNEE: I think you learn by your mistakes, and we have the experience of many, many, many years of dealing with the Indianapolis 500. Every year you do that thing, you learn something. Hopefully you take those things that you learn, the things that went well, and you plug 'em into the next year. Those things that didn't go well, those things you had a problem with, you try to find a solution for them.

LEN: Can you cite an example of what you learned, say, during the 1987 experiences?

ANNEE: Well, the Speedway decided this past year that they were not going to open the track until 6 o'clock in the morning, rather than 5 o'clock. We had a real problem in getting everybody into that track by 11, when the race started. And I'm convinced that the reason we had the problem is the Speedway made the decision. They didn't want the people inside there before it got light, so we lost an hour getting people into that track, and that hour backed up on the other end. It really was a bottleneck. Now we've got to go back and convince the Speedway people that that was not a good idea, that it contributed to our inability to get everybody into that track by 11 o'clock. Before, you could almost set your watch that by about a quarter to 11 you could drive down 16th Street and not see anybody, because everybody was in. This year at a quarter to 11 they were still backed up for miles. We lost an hour, and honestly when you lose the hour on the front end, it comes around again on the back end. That's just one example. Their reason for doing what they did was it caused some insurance problems and some liability problems with people going in when it was kind of dark. You can't imagine; this is a huge facility, and they start dashing for vantage points, the people that don't have tickets.

LEN: Are you expecting a cooperative response from the Speedway people when it comes time to set up next year's event?

"We have many years of dealing with the Indianapolis 500. Every year you do that you learn something. Hopefully you take the things you learn and plug 'em in the next year."

ple who come out the night before the race create tremendous problems for us, because they come out in great numbers and they mill around out by that Speedway and they get all drunk up and rowdy. It takes a big effort not only on our part but again, the sheriff and the State Police, to police that crowd the night before the race. The people that come out the morning of the race are much different. They have a ticket to come in, they generally are staying in town in hotels, it's just a different group. The group that comes out the night before are generally the infield people. They don't have anything other than a general admission ticket, and they watch the race from the infield.

I don't want to give the perception that they're all bad people. That's not the case. There's a lot of people that come out and just picnic, etc. But generally speaking, the problems that we have with rowdiness are always the night before. Then we have, on the morning of the race, you can imagine the kinds of traffic problems we have, with 400,000 or so people converging on the Speedway. We plan for that thing, and that race has been going on for many years now, but that is a 12-month-a-year planning job. We meet regularly with the State Police, the Speedway people, the Sheriff, the residents of the business community around the Speedway, every month leading up to the race, and then when the race is over we start all over again. We meet with all the vendors, and all the people who provide public and private transportation to the Speedway. So it takes 12 months of planning every year to bring the thing off, and it really takes a cooperative spirit between the Indianapolis Motor Speedway, the people that own the facility, and law enforcement.

LEN: Given the Indy 500 and the more recent Pan Am Games, it seems as if your department must qualify as

ANNEE: We hope so, because we think that was significant in creating some congestion on the street. We hope that they're sensitive to that, because they also have an interest in that. People spend a lot of money to get tickets for that thing, and if you're sitting out on 16th Street or 30th Street or 38th Street or I-465, you get very angry that the race has begun and you're still stuck in traffic. So they have to accept some of that responsibility. They do have some legitimate concerns about liability issues, there's no doubt about that. But when they knocked that early hour off, it really hurt us. That's just one example, and every year something happens like that that you try to deal with in the following year. For instance, when we start parking cars along 16th Street. At some point in time during that evening, we decide that we're going to start parking cars on the street. Well, they literally line up for miles, but we try to keep 16th Street open as long as we can. We've learned a lot of things along the way. We found out many years ago that while we have dogs and horses and so forth — and sometimes we have to use them, because it gets a little hairy out there — it's one of the last things you want to do, inciting those people with the presence of dogs. They're really a last resort.

LEN: With all the experience you've gained through these sporting events, have you been asked to provide any consultation on the 1988 Olympics in Seoul?

ANNEE: No, but we certainly met with the Koreans. They were here in Indianapolis, and there may yet be an occasion for us to visit Korea. I don't know. They were here, and we had some nice visits, talking about the problems that we were having. The Canadians were here as well, because they too will be hosting the Olympics

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Criminal Justice Library

We read and review:

Through the crystal ball into crime's future

CRIMEWARPS: The Future of Crime in America.
By Georgette Bennett.
Anchor Press (Doubleday).
Garden City, N.Y., 1987.
435 pp., \$19.95.

By G. Thomas Gitchoff
Professor of Criminology
San Diego State University
San Diego, Calif.

Every now and then an author-scholar writes a book that is unique in blending enjoyable reading with factual, analytical reporting. Happily, this is one of those books, and one that will take its place alongside "The Honest Politician's Guide to Crime Control," "Crime and Human Nature," "Criminal Violence, Criminal Justice" and "Sense and Nonsense About Crime" in creating controversy, debate and brainstorming in government policy sessions and college classes.

Dr. Bennett appears to bring to this work the best of both worlds: academic credentials and dynamic, varied experience in television and print journalism. I'm sure many colleagues in criminology, sociology and criminal justice administration are envious of her investigative

and writing talents.

In many respects, "Crime-warps" is the "Future Shock" and "Megatrends" analysis sorely needed in viewing a futuristic criminology in the context of rapidly evolving social pressures, changes and specifically, "the crime problems of the future." As Dr. Bennett points out, "Crime-warps" is the term [she] coined to describe the bends in today's trends that will affect the way we live tomorrow."

The book is divided into six such crimewarps:

¶ **Crimewarp 1:** "The New Criminals. Traditional criminals — young, male, poor, uneducated — will increasingly be displaced by older, more upscale offenders. The number of crimes committed by women will increase, not only in stereotyped areas like prostitution, but in white-collar crime and domestic violence. Teenagers will commit fewer, but more terrible crimes. Senior citizens will become geriatric delinquents."

¶ **Crimewarp 2:** "The March of Crime. Crime will become freer of geography. Less of it will take place at the neighborhood level. Where crime is spatially bound, it will shift from the Northeast to the Sun Belt and into rural areas."

¶ **Crimewarp 3:** "Ring Around the White Collar. The street crimes that scare us will decrease in relation to more impersonal, far-reaching white-collar crimes. Computers, cashless money and technological secrets will become the new booty. Patterns of consumer fraud will mold themselves around changed demographics, and we will find new ways of cheating old institutions."

¶ **Crimewarp 4:** "The Politics of Pleasure. Despite a deeply-rooted Puritan ethic and its contemporary expression in the New Right, some consensual crimes — drug abuse, homosexuality, prostitution and gambling — will be legalized. Others, like pornography, will be subject to stricter regulation."

¶ **Crimewarp 5:** "The Ups and Downs of Big Brother. Long entrenched crime-fighting strategies will be displaced by leaner, more focused, less personal tactics. Efficiency and coverage will be enhanced by the proliferation of computers and high-tech listening/detection devices. Self-help, security hardware and private police will reduce the reliance on traditional law enforcement. New architectural designs will build crime-

proofing into the environment."

¶ **Crimewarp 6:** "Paying the Tab for the Bill of Rights. Some of our civil liberties will be displaced in an effort to stem crime and the moral anarchy that underlies it. The erosion will occur in the process of ceding our privacy to computer files and our moral judgment to ultraconservatives."

The six crimewarps — displacements in crime patterns — we face are the sum of complex social forces: demographics, economics, religion, politics, etc. These trends are varied and inconsistent. Crime is simply a form of behavior that reflects myriad intersecting social and political forces, and it occurs when there is a conflict in social norms and/or a breakdown in social controls.

The law and the public are often at odds over which acts to label as criminal. Crimes are defined in and out of existence relative to the social, economic and political climate of the times. Prohibition and abortion are two cases in point. As with other social changes, shifts in crime occur gradually. In making predictions about crime, one has to take into account the currents and trends that are likely to buffet and shape definitions one way or another.

This is the task of this book.

Though some of the crimewarps in part predict doomsday-like consequences, overall, the "crystal-ball gazing" concludes with a middle-of-the-road stance, to wit: "Moderateness will remain with us, our laws, our criminal justice system and our values."

In the concluding chapter, Dr. Bennett notes: "Our response to crime is expressed through both the formal sanctions of the criminal justice system and the informal pressures of the peer group, the school, the church and the family. . . . It is in the context of a conservative-liberal battle for the national conscience that the major crimewarps will take place."

Dr. Bennett has written an interesting, entertaining and thought-provoking book of "future times and future crimes" (which might have been a better title). This reviewer recommends its purchase, reading and use in the classroom or boardroom. If a second edition is written, I would add one final CrimeWarp 7: Replacing the Military-Industrial Complex with the Criminal Justice-Courts-Prisons Complex, a massively powerful and expensive operation.

Describing and prescribing:

'Time-tested' principles of British policing

The Principles of Policing.
By Michael S. Pike.
Foreword by the Rt. Hon.
Lord Scarman, O.B.E.
London: Macmillan Press, 1985.

By Eli B. Silverman
Professor of Criminal Justice
John Jay College of
Criminal Justice

To the reader interested in a serious and meaningful overview of the central tenets of British policing — in terms of their origin, evolution and application to current issues and problems — Michael S. Pike's "The Principles of Policing" is strongly recommended. More than appealing solely to the student of British policing, the book also deserves a place in the libraries of American readers seeking to enhance their understanding of comparisons between American and British policing systems.

Pike's thoughtful analysis is informed by a thorough and careful selection of research on both sides of the Atlantic. In addition, the book also reflects the author's experience, which included, at the time of publication, 25 years with the Hampshire Police Constabulary, achieving the rank of chief superintendent.

Despite the thoughtful distinctions between British and

American policing, the book's major thrust is British — "those underlying principles which have stood the test of time and shaped the modern police service." It is not clear to this reviewer, however, that the work clearly demonstrates the extent to which these principles have played a dominant role. While at times descriptive, the book frequently slides into a prescriptive analysis in the sense that the author conveys the notion that these principles, if not always applicable, ought to apply.

Nor is it always clear when the transitions from description to prescription — and vice versa — actually occur. Indeed, it is near the end of the book that one encounters another definition of principle which strikes the reader as the more frequent, actual, operational definition: "The principles . . . appear to be fundamental to the nature and continued existence of traditional policing."

The principles that repeatedly emerge throughout the book include: local responsibility and control vis a vis central supervision; the primacy of prevention as opposed to punishment ("police service" rather than "police force"); public consent and approval, and independence and accountability of the police. Each of these principles entails substan-

tive discussion areas. Policing by consent, for example, embraces important topics of police conduct such as police ethics, police discretion and sensitive policing. Consequently, each of these three topics represents a subject of a separate chapter.

These principles, according to the author, have taken on added significance today, particularly in the light of the 1981 disorders in Brixton and Toxteth, which gave rise to the public inquiry conducted by Lord Scarman and produced a document known familiarly as the Scarman Report (Lord Scarman, "The Brixton Disorder," April 18, 1981). The bulk of Pike's work is essentially a "post-Scarman commentary" on the modern-day relevance and adaptations of these principles. This discussion is quite informative, but the reader is struck by the author's seeming ambivalence in acknowledging the tensions and, in some cases, inherent conflicts that reside in these principles and their implementation. On the one hand, the author rightfully directs our attention to these tensions. At other times, however, he tends to ignore or gloss over such conflicts.

For example, the author discusses stress between the time-honored principle of local

control of police and the growing requirement of a more centralized system of policing. Nevertheless, Pike asserts that the "struggle of smaller forces to survive the mounting pressures was to continue right up to the Police Act of 1964, which was finally to reconcile the principle of local control with that of central supervision."

This statement strikes an outside observer as astounding. It would appear that the pre-1964 forces of centralization (which resulted in the abolition of small borough forces, the merger of some small forces and improved training methods to facilitate cooperation among forces) have not abated since 1964.

Indeed, to this reader a glaring omission in this work is a lack of discussion of recent initiatives by the central government vis a vis the police. For example, in 1983 the Home Office issued Circular 114/83 entitled "Manpower, Effectiveness and Efficiency in the Police Service." Referring to the rising police workload and constraints on public expenditures, the circular notes that "if the police service is to deal with this situation and retain public confidence it is essential that it should make the most effective use possible of the substantial resources now available to it."

The efficient and effective use

of resources is interwoven with the concept of assessing need and measuring performance in terms of how far clearly-stated objectives have been achieved. Indeed, this circular, coupled with other initiatives, strongly suggests that the British police are now subject to a principle which the Thatcher Government has applied to other governmental functions: "value for money," or efficiency and effectiveness.

Such initiatives are more than thrusts or mere guidance on "policy formulation," as Pike suggests. Not only does the central government provide a substantial amount of funding for borough police forces, but Home Office approval is also necessary before any force can increase its complement of police employees. The circular makes clear, moreover, that the manner in which existing resources are efficiently and effectively utilized will be assessed before additional personnel may be considered.

Related to the issue of the police forces' power and responsibilities vis a vis the central government is the relative impact of local government on the chief officer's authority. This too has been a recurring issue in Britain and

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Jobs

Research Analyst. Search Group Inc., the national consortium for justice information and statistics, has an immediate opening for a research analyst.

The position requires superior quantitative skills, including a thorough knowledge of statistics, research methodology and justice-related computer programs. A graduate degree in an appropriate field and two years criminal justice research experience are strongly preferred. Salary is commensurate with qualifications and experience.

To apply, send resume and a writing sample to: David Roberts, SEARCH Group Inc., 925 Secret River Drive, Suite H, Sacramento, CA 95831.

Programmer/Analyst. Search Group Inc. has an immediate vacancy for a programmer/analyst.

The position requires a dBase III programmer with at least three years programming experience in a PC environment and local area network. A bachelor of science degree in computer

science and knowledge of criminal justice applications are preferred. Salary is commensurate with qualifications and experience.

To apply, send resume to: Julie Gutierrez, SEARCH Group Inc., 925 Secret River Drive, Suite H, Sacramento, CA 95831.

Assistant Professor of Criminology. The University of South Florida is seeking to fill a tenure-track vacancy in its College of Social and Behavioral Sciences, beginning Aug. 8, 1988.

Candidates with a Ph.D. or other appropriate terminal academic degree (such as D.P.A. or Ed.D.) are preferred. A J.D. degree will not suffice. Substantial background or work experience in law enforcement at the Federal, state or local level is required, as are demonstrated abilities in the areas of teaching, research and service focused on law enforcement in the criminal justice system. Applicants must demonstrate potential for research.

Starting salary for a nine-month contract is the upper 20's.

Apply by Feb. 1, 1988, by writing to: Dr. Leonard Territo, Faculty Recruitment Committee, Department of Criminology, University of South Florida, Tampa, FL 33620. (813) 974-2815.

Chief of Police. The City of Marietta, Ga. (pop. 42,000), is seeking an experienced police executive to head a department of 110 full-time employees (96 sworn) and a budget of \$4.4 million.

Applicants must demonstrate strong leadership skills, extensive knowledge of modern police administration and an ability to be innovative in the delivery of police services. Degree in criminal justice, public administration or a related area is preferred, with a minimum of 10 years of progressively responsible local government police supervisory experience.

To apply, send letter and resume to: City Manager's Office, P.O. Box 609, 205 Lawrence Street, Marietta, GA 30061. Deadline for applications is Nov. 6, 1987.

Interview: Indy's Chief Paul Annee

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this coming winter. The chief from Seattle, Pat Fitzsimons, was here, because he may well be doing the Friendship Games. So people took advantage, as we did. When we found out we were going to do the Pan Am Games, we went out to L.A., and Chief Gates and Deputy Chief Rathburn could not have been more helpful. If they hadn't been willing to sit down with us and share the problems they encountered — and the successes they encountered — I'm not sure we could have pulled it off within the available time frame. Indianapolis only had a little over two years to pull this off. We found out very late that we were going to get the Games, and L.A. was very helpful to us. So we want to reciprocate and be as helpful to others as we can, because we know that they're going to have to experience the same kinds of things that we have.

LEN: I guess that overall you'd rate your experience with the Games as a favorable one. . .

ANNEE: It was our intention from the beginning that the Games be as they were intended to be: a sporting event, not a security event or a political event. I think that was the case. We had a few concerns, no question about it. We had a few tense moments. But putting it all in perspective, the Games were a total success, from every perspective. I think they were a sporting event, and I don't think they turned into a security nightmare. I think Indianapolis did well. The volunteerism in this community was tremendous. The organizing committee may have had its moments, but they did exceptionally well. I just couldn't be more happy with the end result, and I think the community and the state were well served by hosting the Games.

LEN: Would you do it again?

ANNEE [laughs]: Well, maybe someday, but I sure wouldn't want to do it in the near future. You just can't imagine the drain, both personally and organizationally, that it was on us. And I don't think that I have the stamina to do that again. Every day was at least a 20-hour day. Unfortunately for me, I had a bout with the flu at the time, and the biggest part of that time I had a high fever and was just generally sick, so that really made it difficult for me.

A shape-up for lazy managers:

Closing the interactive loop

Continued from Page 6

provide it, say so. Once you agree to the plan, you have in essence agreed to a contract with your subordinates — they will give you X if you provide them with Y.

This is where Management-By-Objectives plans usually fail. They are submitted, reviewed, commented upon, but they never get mutual agreement and the approval to implement.

After the plan has been discussed, refined and agreed upon, give the permission and encouragement to implement the plan. Let everyone know that it will constantly be reviewed by you, and by them.

Review and Feedback: A lieutenant once asked what would happen if he failed to reach the goal. Would it go into his evaluation? The answer, of course, was "no." "What if," he persisted, "we have a halfway house for burglars open up, and all of a sudden I have 20 burglars living in our area?" The answer was that the goals would have to be modified. If all 20 of those burglars were to be killed in a bus accident, the goals would be modified again.

The point is that the plan must be reviewed from time to time. There will be new, unanticipated variables to enter the picture, and they need to be addressed.

After implementation of the plan there will be ongoing review, discussion and evaluation. New variables need to be dealt with and goals may need to be realigned if there are significant changes in the variables.

Managers should feel free to comment on the progression of the plan and to suggest options. They need to work to limit the

times and ways the plan is overlooked or set aside. The managers must also be aware of the fact that their subordinates will also be coming into their offices and reminding them that as managers they are straying from the original agreement.

Remember, this is a two-way street of communications and responsibilities.

Show Interest: A redundancy, you say? Not by a long shot. The interactive process is a flowing, ongoing one that never ends. As the plan is implemented, show interest in it, ask questions, provide information and discussion about it. Be sure to note every indication of success, and comment on it.

The manager is now closing the interactive management loop. As he/she continues to manage new problems, opportunities and challenges, the process becomes ongoing and begins all over again.

Pitfalls and Dangers

As you begin to implement interactive management, you should be aware of some dangers that will be faced. These are not dangers that will put your career in jeopardy, but they are pitfalls that will lessen the impact of the changes, and that may cause them to crumble.

You are in charge, and you alone are accountable and responsible for the operation of your command. Interactive management does not mean relinquishing your command. You are involving people, allowing them opportunity for input and participation, but you are not giving up control. Be the boss.

Patience, as the saying goes, is a virtue. Interactive management

takes time to filter throughout the organization, and it takes time before your officers will realize you are serious about it. Depending on your former style of management (or the style the officers have been exposed to in the past), it may take three or four months before you can even begin to suggest the possibility of goal-setting.

Bear in mind, too, that this is a process that is ongoing, interwoven and fluid. The steps that have been outlined are not isolated components. Rather, they are going on in close proximity to each other, and sometimes they are happening simultaneously.

As managers of police departments, or of units within a police department, we can have an impact on the rate of crime through the people we manage. We can reduce crime.

For too long, police managers have been hiding from the fact and the responsibility that they can reduce crime. The existing management style is vastly outdated, and managers have taken refuge behind chevrons, bars and oak-leaf clusters. The order-giving, commander style has made managers lazy and impotent. With the advent of a new generation of police, they find themselves to be less effective.

It is well past the time for police management to move into the 20th century, now that the 21st century is at our doorstep. We need to become effective managers of our best resource: our personnel. They have the answers and the will to do the job. It is up to us, the managers, to tap into that resource and allow it to flow.

Landers:

Cutting away the fat in Justice Programs

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defects, while at the same time enhancing the Federal Government's capability to conduct criminal justice R&D programs.

The major features of a unified OJP structure could be as follows:

¶ Revise the statutory authorities for BJA, BJS, NIJ and OJJDP.

¶ Transfer programmatic, grant-making and personnel authorities now residing in BJA, BJS, NIJ and OJJDP to the Assistant Attorney General for OJP.

¶ Divide OJP — administratively rather than by statute — into a research component and a grant-making component. We are confident that the scholarly integrity of research products can and would be maintained under a unified structure while the efficiency and quality of work product would be enhanced.

Unification of OJP would help streamline management within the Department, conserve scarce financial and staff resources and provide more continuity, focus and coordination on criminal justice research (including statistics) and development issues of national priority.

More specifically, unification could result in the following benefits:

¶ The Assistant Attorney General would be more account-

able to Congress by exercising direct control over OJP.

¶ OJP could address pressing problems by concentrating in areas of national priority. Grants could be focused more to promote state and local innovation than merely to subsidize the ongoing activities of entrenched entities which depend more upon political clout than quality and quantity of work product for their continued existence.

¶ Unnecessary administrative layers within OJP would be eliminated, as would duplication of expertise among OJP components.

¶ Coordination among the criminal justice research and development (including grant-making) arms of OJP would be easier and less costly to achieve. Focused attention on national priorities would be realized more efficiently.

¶ The scholarly integrity of research work products would be more easily insured by the stricter accountability of the Assistant Attorney General for OJP activities.

This is not a formal proposal at this time. Rather, it is a matter that is still under discussion within the Administration along with other possibilities. This proposal is indicative, however, of current thinking within the Department.

Upcoming Events

DECEMBER

- 1-2. Use of Force: In Defense of Officers & Agencies. Presented by Criminal Justice Consulting Services. To be held in Kansas City, Mo. Fee: \$250
- 1-3. Street Survival II. Presented by Calibre Press. To be held in Seattle. Fee: \$110 (all three days); \$75 (first two days only); \$50 (third day only).
- 1-4. Seminar for the Police Training Officer. Presented by the Institute of Police Technology & Management. To be held in Jacksonville, Fla. Fee: \$350.
- 1-4. Advanced (Computer-Aided) Intelligence Analysis. Presented by Anacapa Sciences Inc. To be held in Santa Barbara, Calif. Fee: \$676.
- 1-4. Police Internal Affairs. Presented by the Institute of Police Technology & Management. Fee: \$350.
2. Executive Institute for Suburban Police Chiefs. Presented by the Traffic Institute. To be held in Evanston, Ill. Fee: \$350.
- 2-4. Investigating the Use of Deadly Force by Police. Presented by the International Association of Chiefs of Police. To be held in Daytona Beach, Fla.
- 2-4. Law Enforcement Shotgun Course. Presented by the Pan Am Institute of Public Service. To be held in Gainesville, Ga. Fee: \$295.
- 2-4. The Reid Technique of Interviewing & Interrogation. Presented by John E. Reid & Associates. To be held in Nashville, Tenn. Fee: \$450.
- 2-4. Investigation of Motorcycle Accidents. Presented by the Institute of Police Technology & Management. To be held in Richmond, Ky. Fee: \$295
- 2-4. Dealing with Problem Employees. Presented by the Florida Institute for Law Enforcement. To be held in St. Petersburg. Fee: \$150.
- 2-4. Terrorism: Preparing for the Threat. Presented by the International Association of Chiefs of Police. To be held in Phoenix.
- 3-4. Tactical Responses to Crimes in Progress. Presented by the University of Delaware. Division of Continuing Education. To be held in Wilmington. Fee: \$325.
- 7-8. Threat Analysis. Presented by the University of Delaware. Division of Continuing Education. Fee: \$375.
- 7-8. Physical Security Technology. Presented by the American Society for Industrial Security. To be held in San Diego.

- Fee: \$305 (ASIS members); \$395 (non-members).
- 7-8. Basic Crime Stoppers. Presented by the Institute of Criminal Justice Studies, Southwest Texas State University. To be held in Austin. Fee: \$125
- 7-8. Credit Card Fraud. Presented by the University of Delaware. Division of Continuing Education. Fee: \$300
- 7-9. Hostage Negotiations for Law Enforcement. Presented by the International Association of Chiefs of Police. To be held in Phoenix
- 7-9. Special Topics in Police/Media Relations. Presented by the Institute of Police Technology & Management. To be held in Jacksonville, Fla. Fee: \$295.
- 7-9. Officer Survival. Presented by the Pan Am Institute of Public Service. Fee: \$195.
- 7-9. Developing First Line Supervisory Skills. Presented by the International Association of Chiefs of Police. To be held in San Antonio, Tex.
- 7-9. Police Control & Restraint Techniques Instructor Course. Presented by the Criminal Justice Center Police Academy, Sam Houston State University. To be held in Huntsville, Tex. Fee: \$295.
- 7-9. Secta, Cults & Deviant Movements. Presented by the Institute of Police Technology & Management. Fee: \$295.
- 7-9. Care & Feeding of the Whole Brain for Police Managers. Presented by the Southwestern Law Enforcement Institute. To be held in Dallas, Tex. Fee: \$250 (\$200 for SLEI members).
- 7-11. Microcomputer Programming with a Data Base Management System. Presented by the Institute of Police Technology & Management. Fee: \$575.
- 7-11. Advanced Evidence Technician Training. Presented by the Pan Am Institute of Public Service. Fee: \$485.
- 7-11. Practical Hostage Negotiation. Presented by the Institute of Police Technology & Management. Fee: \$375.
- 7-11. Crime Prevention through Environmental Design. Presented by the National Crime Prevention Institute. To be held in Louisville, Ky. Fee: \$345.
- 7-11. Narcotic Identification & Investigation. Presented by the Institute of Police Technology & Management. Fee: \$375.
- 7-11. Report Writing for Instructors. Presented by Bruce T. Olson, Ph.D. To be held in San Luis Obispo, Calif. Fee: \$277.

- 7-11. Solving Unresolved Homicides with Advanced Investigative Techniques. Presented by the Southern Police Institute. To be held in Louisville, Ky. Fee: \$300.
- 7-12. Law Enforcement Photography Workshop. Presented by Eastman Kodak Company. To be held in Melbourne Beach, Fla.
- 7-18. Traffic Accident Reconstruction I. Presented by the Traffic Institute. Fee: \$700.
- 7-18. Traffic Accident Reconstruction II. Presented by the Institute of Police Technology & Management. Fee: \$575
- 8-9. Managing Your Department's Training Function. Presented by the University of Delaware. Division of Continuing Education. Fee: \$325.
- 8-9. Defense Against Electronic Eavesdropping. Presented by Ross Engineering Inc. To be held in Fort Lauderdale, Fla. Fee: \$500 (\$525 with government purchase order).
- 8-9. Advanced Child Abuse Investigation. Presented by the Criminal Justice Center Police Academy, Sam Houston State University. Fee: \$125.
- 8-9. Employee Theft. Presented by the University of Delaware. Division of Continuing Education. Fee: \$375.
- 8-10. Sex Crimes Investigation. Presented by the Criminal Justice Center, John Jay College of Criminal Justice. To be held in New York. Fee: \$175.
- 9-10. Investigation Techniques: Update & Review. Presented by the American Society for Industrial Security. To be held in San Diego. Fee: \$325 (ASIS members); \$420 (non-members).
- 9-11. Crime Analysis for Crime Prevention Practitioners. Presented by the Institute for Criminal Justice Studies, Southwest Texas State University. To be held in Austin. Fee: \$200.
- 9-11. Perspectives on Security Management. Presented by the University of Delaware. Division of Continuing Education. Fee: \$385.
- 9-11. Special Topics in Juvenile Justice. Presented by the Institute for Criminal Justice Studies, Southwest Texas State University. Fee: \$200.
- 10-11. Terrorism & the Police Officer. Presented by the Criminal Justice Center Police Academy, Sam Houston State University. Fee: \$50

- 10-11. Strategic Directions in Physical Security. Presented by the U.S. General Services Administration Training Center. To be held in Arlington, Va. Fee: \$195
- 10-11. Contemporary Terrorism. Presented by Richard W. Kobetz & Associates Ltd. To be held in Baltimore. Fee: \$350.
- 10-11. Fire & Arson Investigation. Presented by the University of Delaware. Division of Continuing Education. Fee: \$265
- 10-11. Investigation of Child Sexual Abuse & Sexual Exploitation. Presented by the Criminal Justice Center Police Academy, Sam Houston State University. Fee: \$125.
- 12-14. Street Survival II. Presented by Calibre Press. To be held in Las Vegas. Fee: \$110 (all three days); \$75 (first two days only); \$50 (third day only)
- 14-15. Communication Center Emergency Planning. Presented by the University of Delaware. Division of Continuing Education. Fee: \$300
- 14-15. Seminar for Drug Undercover Officers: Surviving in the Assignment. Presented by the University of Delaware. Division of Continuing Education. Fee: \$325.
- 14-16. Progressive Patrol Administration. Presented by the International Association of Chiefs of Police. To be held in Orlando, Fla.
- 14-16. Inspection of Commercial Vehicles in Accidents. Presented by the Institute of Police Technology & Management. To be held in Marietta, Ga. Fee: \$300.
- 14-16. Managing the Criminal Investigation Function. Presented by the International Association of Chiefs of Police. To be held in San Antonio, Tex.
- 14-16. Special Problems in Police Internal Affairs Investigations. Presented by the Institute of Police Technology & Management. To be held in Jacksonville, Fla. Fee: \$295.
- 14-16. Developing Policies, Procedures & Rules. Presented by the International Association of Chiefs of Police. To be held in Phoenix.
- 14-18. Internal Affairs. Presented by the Southern Police Institute. Fee: \$300
- 14-18. Secta, Cults & Deviant Movements. Presented by the Institute of Police Technology & Management. Fee: \$375
- 16-18. Commercial Vehicle Accident Investigation. Presented by the Institute of Police Technology & Management. To be held in Marietta, Ga. Fee: \$300
- 17-18. Manning a Detective Unit. Presented by the University of Delaware. Division of Continuing Education. Fee: \$325.
- 17-18. Modern Terrorism. Presented by the University of Delaware. Division of Continuing Education. Fee: \$375

- 11-15. Drug Unit Commanders' Workshop. Presented by the Institute of Police Technology & Management. Fee: \$350.
- 11-22. Managing Small & Medium-Sized Police Departments. Presented by the Traffic Institute. Fee: \$550.
- 11-22. Supervising a Selective Traffic Law Enforcement Program. Presented by the Institute of Police Technology & Management. Fee: \$525
- 11-22. Crime Prevention Technology & Programming. Presented by the National Crime Prevention Institute. To be held in Louisville, Ky. Fee: \$580.
- 11-22. Armed Forces Traffic Management & Accident Prevention. Presented by the Traffic Institute. Fee: \$550
- 11-22. At-Scene Traffic Accident Investigation & Homicide Investigation. Presented by the Institute of Police Technology & Management. To be held in Miami. Fee: \$495.

Principles of British policing

Continued from Page 13 shows signs of increasing importance.

We are assured that the 1964 Police Act insures that the "direction and control" of the police force resides with the chief constable, whose "operational independence" is "widely acknowledged." To this reviewer, however, such acknowledgement appears only superficially real.

For example, many local police authorities have increasingly sought to engage in what they consider legitimate involvement in police activities. This has received sanction in a Home Office Circular acknowledging the "important role" of police authorities in "formulation and review" of police "objectives and priorities." Another Home Office Circular called for "systematic exchange of information between local agencies" in support of an increased role for police authorities, consultative committees and other local governmental bodies.

The author does provide an invaluable service in discussing the important work of the 1983 Royal Commission on Criminal Procedures, whose report sought to clarify the complex mixture of common law and statutory powers governing arrests and other police activities. This comprehensive review of the policing function provided the basis for the 1984 Police and Criminal Evidence Act. Although Pike's book was apparently completed before the Act was adopted, the discussion of the areas of stop and search, arrest and detention are important because they review these critical police functions in the light of modern-day needs.

While this work could benefit from increased attention to organization, in order to minimize the extent of chapter overlap and repetitive discussion, the reader's efforts will nonetheless be rewarded with a fruitful and thoughtful inquiry into the state of the modern British police service.

For further information...

American Society for Industrial Security, 1655 North Fort Myer Drive, Suite 1200, Arlington, VA 22209 (703) 522-5800.

American Society of Law Enforcement Trainers, 26818 98th Street, Trevor, WI 53179, (414) 862-6220.

Anacapa Sciences Inc., 901 Olive Street, P.O. Drawer Q, Santa Barbara, CA 93102-0519, (805) 966-6157.

Calibre Press, 666 Dundee Rd., Suite 1607, Northbrook, IL 60062, 1-800-323-0037.

Center for Criminal Justice, Case Western Reserve University, Cleveland, OH 44106 (216) 368-3308

Criminal Justice Center, John Jay College of Criminal Justice, 444 West 56th Street, New York, NY 10019, (212) 247-1600

Criminal Justice Center Police Academy, Sam Houston State University, Box 2296, Huntsville, TX 77341.

Criminal Justice Consulting Services, 7938 Southeast Highway 40, Tecumseh, KS 66542, (913) 379-5130

Eastern Kentucky University, Training Resource Center, 202 Perkins, Richmond, KY 40475.

Florida Institute for Law Enforcement, St. Petersburg Junior College, P.D. Box 13489, St. Petersburg, FL 33733.

General Services Administration, Attn: Conference Coordinator, Box 1516, Rockville, MD 20850, (301) 340-0255.

Institute of Criminal Justice Studies, Southwest Texas State University, Canyon Hall, San Marcos, TX 78666-4610, (512) 245-3031.

Institute of Police Technology & Management, University of North Florida, 4567 St. Johns Bluff Rd. So., Jacksonville, FL 32216

International Association for Hospital Security, P.O. Box 637, Lombard, IL 60148, (312) 953-0990

International Association of Chiefs of Police, 13 Firstfield Road, Gaithersburg, MD 20878 (301) 948-0922; (800) 638-4085.

National Crime Prevention Institute, School of Justice Administration, University of Louisville, Louisville, KY 40292

New England Institute of Law Enforcement Management, Babson College, Drawer E, Babson Park, MA 02157

Bruce T. Olson, Ph.D., 1015 12th Street, Suite 6, Modesto, CA 95354-0811, (209) 527-2287

Pan Am Institute of Public Service, 601 Broad Street, S.E., Gainesville, GA 30501 1-800-235-4723 (out of state); 1-800-633-6681 (in Georgia).

Police Executive Development Institute (PDLEXI), The Pennsylvania State University, S159 Human Development Building, University Park, PA 16802, (814) 863-0262.

John E. Reid & Associates, 250 South Wacker Drive, Suite 1100, Chicago, IL 60606 (312) 876-1600.

Richard W. Kobetz and Associates, North Mountain Pine's Training Center, Arcadia Manor, Route Two, Box 100, Berryville, VA 22611 (703) 955-1128 (24-hour desk).

Ross Engineering Inc., 7906 Hope Valley Court, Adamstown, MD 21710 (301) 831-8400

Southern Michigan Law Enforcement Training Center, Attn: David Locke, Training Coordinator, 2111 Emmons Road, Jackson, MI 49201, (517) 787-0800, ext. 326

Southern Police Institute, Attn: Ms. Shirley Beck, University of Louisville, Louisville, KY 40292 (502) 588-6561

Southwestern Law Enforcement Institute, P.O. Box 707, Richardson, TX 75080, (214) 690-2370

Traffic Institute, 555 Clark Street, P.O. Box 1409, Evanston, IL 60204

University of Delaware, Division of Continuing Education, Attn: Jacob Haber, 2800 Pennsylvania Avenue, Wilmington, DE 19806 (302) 573-4440

JANUARY 1988

- 4-8. Traffic Accident Records & Analysis. Presented by the Traffic Institute. To be held in Evanston, Ill. Fee: \$450
- 4-March 11. School of Police Staff & Command. Presented by the Traffic Institute. Fee: \$2,000
6. Executive Institute for Suburban Police Chiefs. Presented by the Traffic Institute. Fee: \$350
- 7-8. Interviewing the Sexually Assaulted or Abused Child. Presented by the University of Delaware. Division of Continuing Education. To be held in Wilmington, Del. Fee: \$300
- 7-8. Premises Survey and Security Planning. Presented by the University of Delaware. Division of Continuing Education. Fee: \$385
- 7-11. First ASLET International Training Seminar. Presented by the American Society of Law Enforcement Trainers. To be held in New Orleans. Fee: \$150 (ASLET members); \$200 (non-members).
- 11-12. Recognizing and Identifying Hazardous Materials. Presented by the University of Delaware. Division of Continuing Education. Fee: \$265.
- 11-15. Computer Aided Accident Reconstruction. Presented by the Institute of Police Technology & Management. To be held in Jacksonville, Fla. Fee: \$595.

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Pan Am policing:

Into one large Midwestern city, blend thousands of athletes from all over the Americas, plus a decent handful of anti-Castro Cuban exiles. You have the potential for trouble, but Chief Paul Annee and his Indianapolis PD secured the recent Pan Am Games with nary a hitch. Find out how, on 9.

At right: Miguel Remon, a veteran of the Bay of Pigs conflict, leads protesters down Capitol Street in front of the Hoosier Dome, to protest the appearance of the Cuban team at the Pan Am Games.



Also in this issue:

Double-dosage: The Dallas Police Department gets hit with two reports urging reforms of policies and practices	1	Thoroughly modern management: The conclusion of our series on interactive police management	6
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